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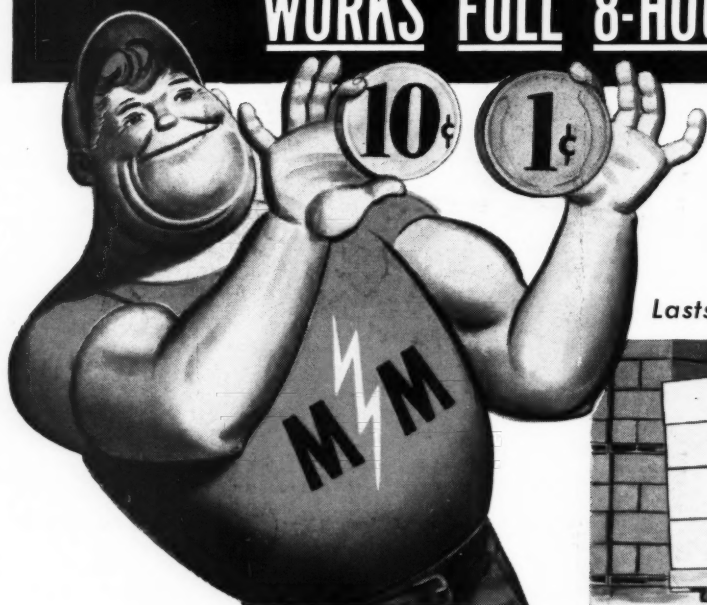
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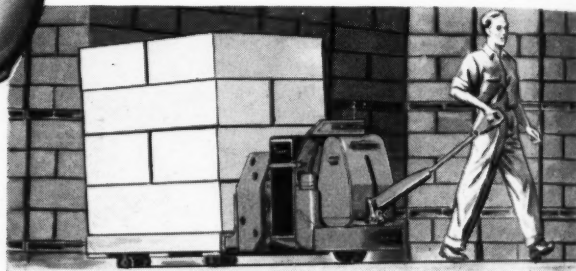
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AMAZING AUTOMATIC ELECTRIC TRUCK CUTS HANDLING COSTS IN HALF WORKS FULL 8-HOUR DAY FOR 11c!*



Hauls and stacks
tons of products with
push-button ease

Lasts Many, Many Trouble-Free Years!



CUTS HANDLING COSTS THOUSANDS OF DOLLARS



IMAGINE an electric truck that works a full 8-hour day for as little as *11c a day battery charging cost... and cuts your handling costs in half... savings amounting to thousands of dollars, depending on the tonnage you move in your plant.

That's what amazing Automatic Transporter will do for you... lift and move 2,000, 4,000 and 6,000 pound loads with feather-touch of thumb on electric control buttons.

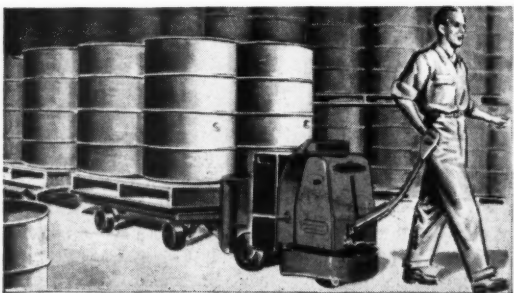
Note its effortless operation in the picture above. Could anything be easier, more efficient, time saving? And how it "lightens labor's load." Muscle Mike, the brawny midget of electrical power in its motor does all the work. One man does more with less effort than three hand truckers, releasing labor for more productive work.

Transporter's bigger sister, the new Tilting Type Transtacker, also STACKS your product... gives you faster, safer load spotting and cradling... with a single lift of 64 inches and a telescopic lift of 120 inches.

Here's an extra bonus of free storage space to heights manual handling couldn't touch. See the picture to the left... picture the dollars saved it will bank for you. Works long, steady on same battery as Transporter... operating cost is fantastically low.

Transtractor, shown lower left, will push or pull 6000 pounds all day long or up to 20,000 pounds intermittently. Again, finger-tip control, low cost Transporter battery operation.

Either one, or all of these Transporter miracle electric trucks will do a material handling job that will total up to savings that will astound you... with operating cost a minor factor. Let us tell you, and show you more in our free material handling catalog. Mail coupon.



AUTOMATIC TRANSPORTATION CO.

DIV. OF THE YALE & TOWNE MFG. CO.
115 West 87th Street, Dept. E-9, Chicago 20, Ill.

Send me complete facts and FREE catalog describing fully () Transporter () Transtacker () Transtractor, and the material handling savings they can bring my business.

Company Name

By

Street Address

City..... Zone..... State.....

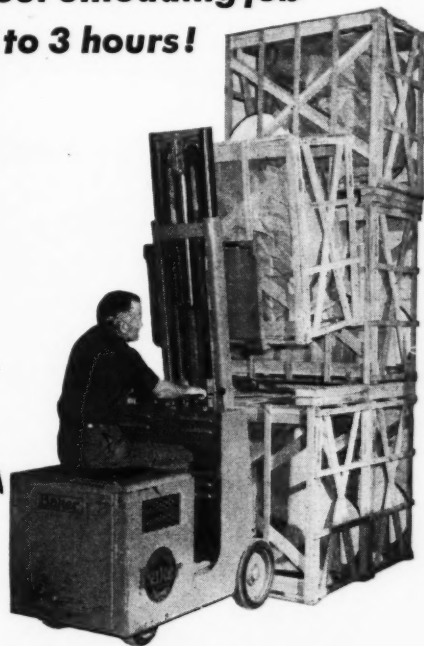
Can you MATCH THESE SAVINGS in your Plant?

With
**BAKER
TRUCKS**

**1 to 1½ hour job costing \$25 per hour –
cut to 15 minutes!**



**8 hour unloading job
cut to 3 hours!**



The same Baker Truck unloaded and tiered a car of 74 crated electric appliances, weighing 275 lbs. each, in 3 hours. This job formerly took 3 men 8 hours.

Loading a 50 KW transformer onto a highway truck formerly took a crew of linemen 1 to 1½ hours at an estimated cost of \$25 per hour. On its first day of service, the Baker FQH (low-cost, light-weight) Fork Truck, with one operator, did the job in 15 min.

Typical of the savings possible with a low-cost, light-weight BAKER FQH Fork Truck are these made by a prominent Southern utility. In addition to the operations illustrated, the truck is used for unloading, warehouse handling and loading of a complete line of major appliances, coils of wire, insulators, pole line hardware, etc. The truck will also be used for handling transformers between the warehouse and a transformer storage and testing shop to be erected. It is estimated that this truck will pay for itself in savings within 18 months.

Wherever space is at a premium and loads vary from 100 to 1500 lbs.,* the Baker FQH Fork Truck is the ideal handling unit. Its low-cost, light-weight and extreme maneuverability permit its use for many applications where heavier, costlier equipment is impracticable. Write for complete information, or contact your nearest Baker representative.

*Up to 2000 lbs. with the Baker FRH.

BAKER INDUSTRIAL TRUCK DIVISION
of The Baker-Raulang Company
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In Canada: Railway & Power Engineering Corp., Ltd.

Baker INDUSTRIAL TRUCKS

What's the COST of "low-cost" hauling?



THE cost of any truck is the total amount of money you invest in it . . . as long as you own it.

That cost is usually far different from the truck's original price!

It can be far higher, for example, when you buy a truck that's too big or too small for the hauling job it has to do.

In such cases, costs go up rapidly . . . in wasted gas

and oil, in repairs, in shortened truck life, in time lost on the job.

It's important, therefore, that *your* truck be engineered and built . . . to fit *your* job! That's what is meant by a "Job-Rated" truck!

Only Dodge builds "Job-Rated" trucks. Every one of these trucks has the right one of 7 truck engines . . . "Job-Rated" for top efficiency and maximum economy. Every Dodge has the *right* chassis unit . . . from engine to rear axle . . . "Job-Rated" to fit *your* job, to save *you* money.

So if you're looking for the "lowest-cost" truck . . . ask your Dodge dealer to show you the "Job-Rated" truck that fits *your* job! Such a truck will give you the best *value* in transportation you can buy.

See or Phone
Your Dodge Dealer



For the good of your business—

Switch to **DODGE**
"Job-Rated" **TRUCKS**

This month's cover illustrates railroad maintenance as a basic factor in the proper functioning of railroads as carriers of freight. The link between the maintenance and the carrying is equipment — modern equipment geared to the many types of freight, the higher speeds now prevalent and the greater distances now being covered per ton.

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The Magazine That Integrates All Phases Of Distribution

100 E. 42nd St., New York 17

H. S. WEBSTER, JR.
Publisher and Editor

THEODORE WHITMAN
Managing Editor

GEORGE POST
Assistant Manager

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Consultants: Materials Handling, Matthew W. Potts; Traffic, Henry G. Elwell; Air Cargo, John H. Frederick; Legal, Leo T. Parker; Packing, C. L. Saperstein.

Special Correspondents: Arnold Kruckman, Washington, D. C.; Fred Merish, New York; Randall R. Howard, Chicago; R. Raymond Kay, Los Angeles; H. F. Reeves, Detroit.

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Advertising Staff

Central Western Mgr.

A. H. Ringwalt, 360 N. Michigan Ave., Chicago 1, Ill. FRanklin 2-0829

Central Representative

H. F. Smurthwaite, 1836 Euclid Ave. Cleveland 15, Ohio. MAin 6374

Western Representatives

Roy M. McDonald & Co., 564 Market St., San Francisco 4, Cal., YUkon 6-0503; 639 So. Wilton Place, Los Angeles 5, Cal., Drexel 2590; Terminal Sales Bldg., Seattle 1, Wash., MAine 3860.

Special Representative

Duncan P. MacPherson, 700 S. Washington Sq., Philadelphia 6, Pa. LOmbard 3-9982.

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Asst. Treas., George Maiswinkle.

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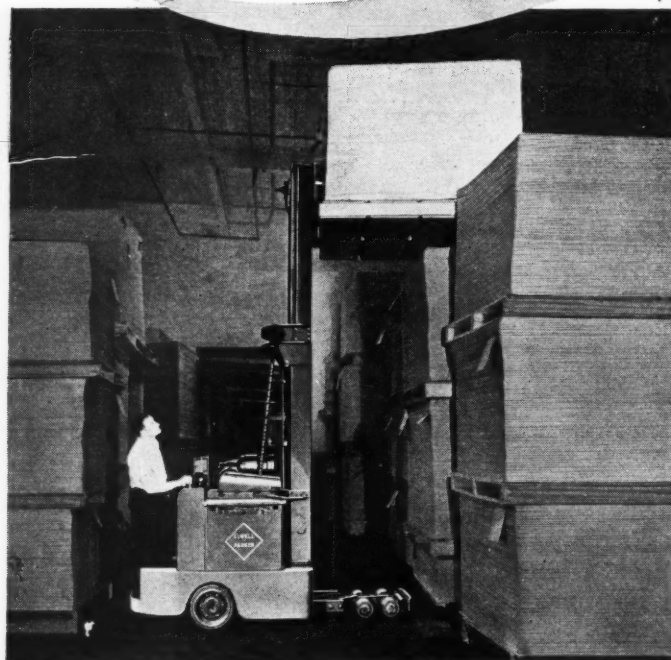
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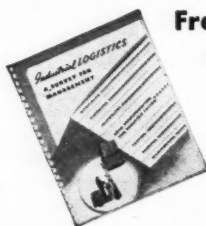
STATEMENT OF POLICY . . . Our policy is based on the premise that distribution embraces all activities incident to the movement of goods in commerce. If distribution is to be made more efficient and economical, we believe business management must consider more than sales, because more than sales are involved. Marketing, while vital, is one phase only of distribution; seven other practical activities not only are necessary but condition marketing costs. Most commodities require handling, packing, transportation, warehousing, financing, insurance, and service and maintenance of one kind or another before, during or after marketing. We regard all of those activities as essential parts of distribution. Hence, the policy of DISTRIBUTION AGE is to give its readers sound ideas and factual information on methods and practices that will help them to improve and simplify their operations and to standardize and reduce their costs in all phases of distribution.

16 FEATURES

that prove
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1 Separate operation of power and brake for safe starting on ramps; power is applied before brake is released.

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2 No fuses in power circuit, but motors take all current the battery supplies.

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12 Motors have more copper, more brushes and greater commutator area.

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14 More drop forgings used than in the average truck.

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16 Unmatched engineering knowledge due to longer experience in the power truck field.

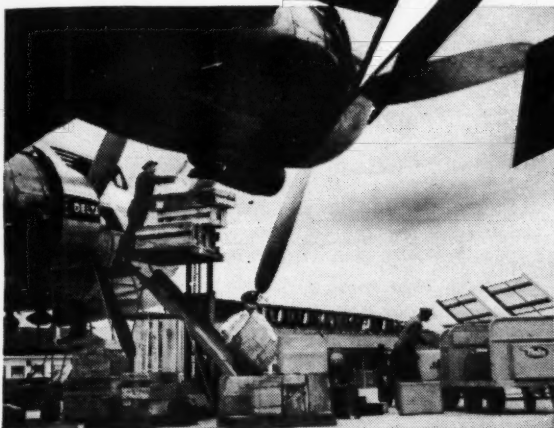
For actual demonstration of these features, plus proper application of the trucks to your specific needs, call in the nearest  man.

THE ELWELL-PARKER ELECTRIC COMPANY
4110 St. Clair Avenue • Cleveland 14, Ohio

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TO BUSY TRAFFIC MEN

Up-to-date, easy-to-use
Comparative Rate Tables . . .
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from YOUR Shipping Point



Your shipments move faster, you can extend markets and have better control over inventories, when you use Delta Air Freight. Delta's fleet of "Flying Freighters" hauls bulk loads, and Delta's DC-3's, DC-4's, and DC-6's carry freight and express shipments on frequent, fast passenger flights. Connections with 14 other certificated airlines at key terminals. Time-saving shipments to Latin America as well as to and through the South.



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Chicago-Atlanta	6.55	6.00
Chicago-Chattanooga	5.55	5.56
Chicago-Birmingham	6.55	5.78
Cincinnati-Atlanta	4.55	4.90
Atlanta-New Orleans	5.05	5.12
Dallas-Atlanta	8.00	6.66
Atlanta-Miami	7.05	6.00
Dallas-New Orleans	5.05	4.90
Cincinnati-New Orleans	8.00	6.44
Detroit-Atlanta*	6.55	6.22

*Delta-TWA interchange
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Save 2 to 10 Days

Here is an easier way of instant rate comparison. Saves digging through several manuals, doing extra arithmetic.

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Send for these comparative tables now. There's no cost or obligation. They're useful tools for any shipper—they start saving money for you the very first day!

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MONEY

Phone or Mail Coupon NOW!

Delta Air Lines
Municipal Airport, Atlanta, Ga.

Please send me comparisons of Delta Air Freight and first class rail express rates. I am interested in shipments from these cities:

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City _____ State _____

DELTA AIR FREIGHT OFTEN **COSTS LESS** PER CWT. THAN FIRST CLASS RAIL EXPRESS

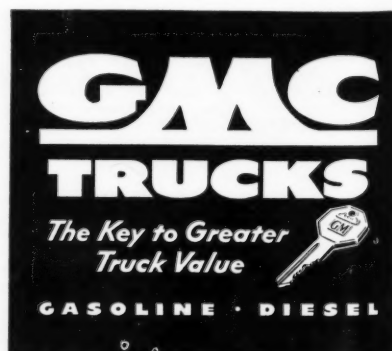


The weekly "bread bakin'" of Grandma's time is but a pleasant memory to many city-dwelling families. Now, each day, motor trucks bring fresh, golden-crust loaves to retail stores and kitchen doors from gleaming ovens miles away.

A large western bakery does a superb job of this kind. It operates a fleet of GMC-powered semi-trailers, each specially insulated and heated to keep 12,500 loaves oven-fresh on journeys to sub-stations 100 miles from its plant. From sub-stations, another fleet of special GMC door-to-door delivery units makes speedy local distribution.

Keystone of this operation is *transport dependability* . . . and GMCs provide it, as they do for every type of hauling job.

GMC trucks are offered in types for every merchandise transport job . . . from pick-up, panel and special delivery models to powerful gasoline and Diesel trucks and truck-tractors in all sizes and capacities.



GONDOLAS—It is apparent that gondola supply will tighten up within the next few weeks and that the railroads will have considerable difficulty in meeting requirements for this type of equipment during most of 1949—AAR Car Service Division Report (Jan. 20, 1949).

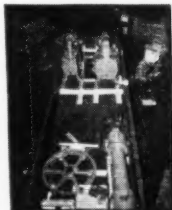
TO END THE SHORTAGE DOUBLE-DUTY GONDOLAS

THE PENNSYLVANIA IMPROVES SERVICE TO INDUSTRY WITH PROGRESSIVE FREIGHT CAR CONSTRUCTION

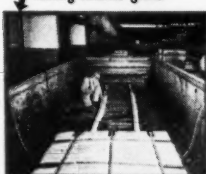
This gondola car is equipped with **NAILABLE STEEL FLOORING**. Unlike ordinary gondolas, it handles all types of open-top freight because the floor is both:

NAILABLE - for
hauling finished goods

And **DURABLE** - for
loading rough heavy freight



A BLOCKER LOAD—wood blocking nailed to floor keeps machinery in place in the car. Hereafter this has required a wood floor car.



A SKIPPED "FLOATING" LOAD—Wooden guide strips prevent skidding movement of steel floor bundles. Under this method, friction prevents excessive lengthwise movement of the bundles.



PIG IRON—MAGNET LOADER is rough on car floors. Until now this service has called for steel-plate floor cars which, however, cannot be used for blocked loads.



CLAMHELL RUCKUS—It takes durability to stand up under this iron giant. **NAILABLE STEEL FLOORING** does it without loss of firmness or reliability.

Because **NAILABLE STEEL FLOORING** handles both rough and finished freight, this car is more useful to shippers than either type of ordinary gondola. It represents the Pennsylvania tradition of providing the latest developments in efficient freight transportation.

At the Chicago Railroad Fair, the Pennsylvania Railroad displayed this panel in one of a series of PRR gondolas equipped with Nailable Steel Flooring.

ALL-PURPOSE NAILABLE STEEL FLOORING

TAKES EVERY KIND OF GONDOLA FREIGHT

Gondola supply tightens up not only because there aren't enough gondolas, but also because most of them can't be used for every kind of open-top freight. *Wood* floor gondolas take blocked loads but suffer severe damage when used for rough and heavy freight . . . and conventional *steel* floor gondolas take rough and heavy freight but can't take blocked loads because they're not nailable.

Many plants and loading areas use more of one kind of car than the other. When cars on hand are the wrong type for loading, wasteful, empty movement between plants and areas is required to get the right cars in the right place.



PATENTS PENDING

Gondolas with **NAILABLE STEEL FLOORS** don't make these wasteful, empty trips because they carry *both* rough freight and finished goods. They take nails easily, hold them tight, and make an excellent surface for blocked and skidded loads. Made of tough, corrosion-resistant **N-A-X HIGH-TENSILE** steel, they stand up under the roughest magnet and clamshell loading. They're double-duty cars—100 per cent efficient.

Because they make a minimum of empty moves, gondolas with **NAILABLE STEEL FLOORS** increase *effective* car supply. They ease car shortages because they're more *useful* to shippers. If you would like to see one, write us.

GREAT LAKES STEEL CORPORATION

Steel Floor Division • Penobscot Building • Detroit 26, Michigan

UNIT OF NATIONAL STEEL CORPORATION

Which
is your
story?

TOTAL LOSS!

Contents of fur storage vault completely destroyed.

Costly Salvaging!

Water damage major part of fire loss.

Negligible Damage!

Carbon dioxide is quick, clean,
dry and non-damaging.

- If fire struck today, what would be your over-all loss?

Recent fire tests conducted by the Underwriters' Laboratories, Inc. ascertained the fact that an approved carbon dioxide fire extinguishing system, provided with smoke and heat detection, can definitely give you *quick, positive and complete extinguishment* of deep-seated, smoldering internal fires as well as fast burning external fires in stored furs and similar types of materials.

No water damage with carbon dioxide gas . . . only damage is that which is actually caused by the fire itself. Carbon dioxide gas is clean, dry and non-damaging . . . harmless to stored materials and warehouse equipment.

The installation of an approved carbon dioxide fire extinguishing system with smoke and heat detection provides you with the fastest and most efficient type of fire protection known, eliminates costly salvage, minimizes customer complaints, and normal business operations are resumed with little if any interruption.

Contact any of the member companies listed below for additional information and your free copy of the report on these fire tests.

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American-LaFrance-Foamite Corporation

Elmira • New York

C-O-Two Fire Equipment Company

Newark 1 • New Jersey

Cardox Corporation

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Walter Kidde & Company, Inc.

Belleville 9 • New Jersey



NEW WORLD DISTANCE RECORD

FOR LIGHT PLANES

SET BY

CAPTAIN BILL ODOM

AND HIS

BEECHCRAFT BONANZA

MARCH 7-8, 1949

HONOLULU — Non-Stop To — TETERBORO

4957.24 MILES

OFFICIALLY ACCREDITED GREAT CIRCLE DISTANCE

DISTANCE ACTUALLY FLOWN 5273 Miles
(Over water, 2474 miles — Over land, 2799 miles.)

TIME EN ROUTE 36 Hrs., 2 Min.

TAKE-OFF WEIGHT 3858 Lbs.

GAS: Carried 288 Gals.

Used 272.25 Gals.

Remaining 15.75 Gals.

OIL: Carried 7.5 Gals.

Used 1.5 Gals.

Remaining 6.0 Gals.

EXTRA DISTANCE POSSIBLE ON FUEL UNUSED . . 372 Miles

AVERAGE GROUND SPEED, distance flown . . . 146.3 MPH

AVERAGE MILES PER GALLON, distance flown . . 19.37 MPG

AVERAGE GALLONS PER HOUR 7.56 GPH

TOTAL COST OF GAS AND OIL \$75.00



Apply Bonanza Transportation to your business

Company ownership of this fast, quiet plane turns travel days into travel hours—time saved you can put to profitable use. Investigate! A note on your company letterhead will bring an informative 60-page brochure on "The Air Fleet of American Business." Write today to Beech Aircraft Corporation, Wichita, Kansas, U.S.A.

Top speed, 184 mph
Cruising speed, 170 mph
Range, 750 miles

BEECHCRAFT
BONANZA
MODEL **A35**

BEECHCRAFTS ARE THE AIR FLEET OF AMERICAN BUSINESS

MAY, 1949

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ALONG THE WAY...OF TWA



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ON **TWA** AIR CARGO FLIGHTS. IT'S SAFEST WAY TO SHIP 'EM. TON-SIZED VAULT BUILT INTO FUSELAGE OF INTERNATIONAL ALL-CARGO PLANES PROTECTS GEMS, DOCUMENTS, OTHER VALUABLES. FLIGHT AGENT STANDS GUARD...PERMITS "HAND-TO-HAND" TRANSFER OF PREMIUM SHIPMENTS. SAVE INSURANCE. AVOID RISK OF PILFERAGE. ASK **TWA**.



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DO YOU COMPARE COSTS... SHOP AROUND FOR BEST RATES?

THEN CALL **TWA** AIR CARGO AGENT OR YOUR INTERNATIONAL FREIGHT FORWARDER FOR **TWA** SCHEDULES, RATES, RULES, REGULATIONS. GET FREE COPY OF "MEMO TARIFF." SAVINGS WILL SURPRISE YOU.



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TWA MANIFESTS OFTEN INCLUDE: MACHINE TOOLS, PHARMACEUTICALS, PUBLICATIONS, FOOD PRODUCTS, TELEVISION FILMS, GIFTS, ANIMALS, OPTICAL GOODS, FURS AND FLOWERS.

"...INCLUDING KITCHEN SINK!"

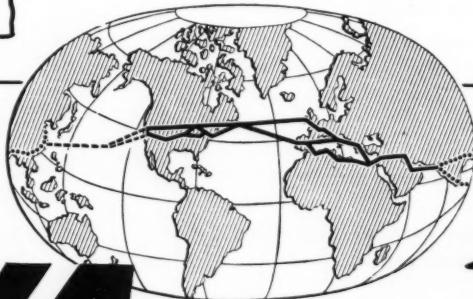


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LOWEST RATES IN **TWA** HISTORY MAKE SHIPPING THIS WAY REALLY PAY.

BENEFITS THAT PAY... SHIPPING TWA

Confirmation of shipment arrival at destination airport. C. O. D. service. Reserved space. One (I. A. T. A.) air waybill. Direct routes...no off-line handling to world markets in Europe, Africa, Asia. Big, 4-engine planes. Frequent flights.



TWA

TRANS WORLD AIRLINE

U. S. A. • EUROPE • AFRICA • ASIA

MORE SHIPPERS USING TWA

In 1948, TWA system-wide Air Cargo ton miles increased 88% over year before. Many shippers now depend on TWA regularly... whether or not shipment is marked "rush." Call TWA today.

EDITORIAL COMMENT



Service Means Satisfaction

WEBSTER'S Dictionary is pretty accurate. One can pretty much rely on its definitions. With one qualification: keep in mind that a definition is an abstraction, and as such may dangerously fail to reflect living reality. I'm thinking of the word "service" and of the verb "to serve." Webster's says (and I'm condensing the various meanings) that "to serve" involves the satisfaction of those served. With that as a starter, let us turn to "service." "Service," says the book, "is an act or means of supplying a general demand."

Good, but not good enough. Let us analyze that last definition. Certainly, the means of performing an act must come before the act itself, and, in fact, implies the act; so it should not read "act or means" but rather "means and act." Now, since we know that the root word "serve" means to *satisfy* a general demand, and not just supply, we arrive at our more correct definition: "Service involves a means and an act satisfying a general demand."

Service is even more than that; it is emphasis on giving. It is *first* giving: service is not reaching out, palm up, fingers outstretched; it is reaching out with something, and *then* turning the palm up. Service involves willingness to satisfy, expectation, determination. . . .

Ah, there's the rub. And I'm thinking of the railroads. They would like everyone to be satisfied; they have the willingness, even the expectation. BUT . . . are they doing everything possible to satisfy general demand? You see, there's a little difference between *wanting* and *doing* what you can to meet demand. It's doing that costs the money. . . .

Let's be fair; the railroads *are* doing quite a bit these days to make for satisfied customers. But is it enough? And is it being done by each and every Class I railroad? (We're leaving out the few percent of other roads that do terminal and such work). Now it's no use the railroads saying that there are dodgers in any line of business: THE RAILROADS ARE NOT IN A POSITION TODAY TO SAY, "You too."

It is also true that when you talk of railroads you're talking about mountain roads, coal roads, trunk lines, Granger roads, bankrupt roads, flush roads—. You're talking about lines that look alike because the trains run on tracks and each locomotive engineer has a fireman along to count

posies up in the cab. The roads are very very different in the things that count, in the things that make the do-re-mi: commodities, size and condition of corporations feeding the goods to the freight cars, traffic density; and secondarily, condition of equipment and track structures, as well as grades and curvature of track. AND the top boys in each outfit.

But can these differences stand up against the fact that a service has got to serve, satisfactorily?

Does each railroad satisfy its shippers, consignees, what have you? That's the question, and I'm inclined to doubt it. From what I hear, some roads are avoided by many shippers like the plague (no names supplied). With others you often hear a traffic manager say: "You know, Joe, that's a darned good road; never had any trouble; shipments pretty much on time, and they come in good condition." Maybe it's prejudice; maybe it's factual; but there you are.

That's not satisfying the GENERAL public, but only a part. It's pretty certain that the railroads—every last one of them—know that regardless of prejudice or habit or anything else in the shipper's mind, there must be some sub-stratum of justification for this: *there is a very considerable amount of ill-will toward the railroad industry.* Double underline.

The industry knows it, and is doing (again it should be stated this way) quite a bit these days to counter this ill-will, or even indifference. But how much has been done so far as service output is concerned? Let's forget the leaflet cuties on railroad platforms, and that sort of thing. What's being done to improve service? New freight cars? Orders have been cut to the bone—and into the bone. Research? Generally, let the users of the railroad "service" do it. Faster delivery? Not if it means more fuel, or if low density of traffic makes it too costly or—any number of things. Better management? Not if it means cutting out some deadheads. Etcetera. Etcetera. Etcetera.

Sure there's prejudice; especially after some worthies of the past said things about "the public be damned" and "all the traffic will bear."

You don't counter prejudice by saying a couple of thousand times, "The railroads have done a magnificent job." If you repeat a truth enough times, it'll be believed. If you repeat a lie enough times, you can (Continued on p. 60)

DA NEXT MONTH

LETTERS to the Editor

The June issue of DISTRIBUTION AGE will carry several articles which have timely and important application to the Packing and Packaging field. One of these will be an article by Charles L. Saperstein which discusses current trends and tendencies in the field.

Another aspect of packaging is developed by Warren E. Crane, who, writing from Seattle, highlights the latest in air cargo packaging.

One of the biggest headaches in the trucking business is the lack of accurate information on the cost of operation per run. Robert F. Odell has come up with a formula which, we feel, has the answer. It makes no difference whether you have different classes of freight or whether you have greatly varying mileage; the formula will still apply. This is big news for highway carriers. The story is so big (and we are so anxious) that every point made by Mr. Odell will sink in) that we are publishing the story in a few installments beginning with the June issue. Make a mental note to watch for it.

Eye-appeal is only one requisite of a good package, claims traffic manager Jack McCormack. One sure way to lose money is to forget about the others. In next month's DA, Henry Elwell's trouble shooter opens the eyes of a vice president. Imagine a vice president not realizing that when you design a new package you have to consider not only the housewife, but the freight car, the highway truck, and even the ICC.

As a service to N.A.R.W. members we are presenting the substance of the address given by William Dalton before the annual meeting of the New York State Association of Refrigerated Warehouses. Mr. Dalton stressed twelve points vital to profitable management of refrigerated warehouses in this period of economic change.

To the Editor:

I thought you would like to know how much I have enjoyed reading the articles by Henry G. Elwell, which appear in your magazine from time to time and which are known as the "Jack McCormack Stories."

These articles are short enough and presented in a novel enough way to indicate clearly to the average person the function of the traffic manager in his relationship to the average business and commercial enterprise. The points made by J. McCormack in his conversations with others illustrate simply the problems faced and contain explanations of the procedures involved.

Motor Taxes

(This letter is unquestionably of more than local significance and we are publishing a good part of it almost verbatim.)

I want to refer to the annual report of the comptroller of the city of St. Louis for the year 1947-48. This report showed that from motor vehicles, St. Louis collected \$4,500,000 in motor vehicle taxes, and . . . almost \$3,000,000 was paid by commercial motor vehicles. One company alone paid almost \$1,000,000 in taxes.

Now I want to refer . . . to the state of Missouri as a whole, where more than \$20,000,000 annually is paid by commercial motor vehicles to the state and cities in motor vehicle taxes. This is in addition to commercial motor vehicle contribution of federal excise taxes, and . . . we are the only type of transportation today that pays a federal excise tax on the equipment we buy, the maintenance parts we buy, and our tires. Yet the . . . heavy truck, in 91 percent of the total miles traveled in Missouri use the miles of only five principal highways: Highways 61, 40 and 36 east and west bound, and Highways 61 and 71 northbound, a total of 1,500 miles. The total cost of these highways approximates \$60,000,000 and the average remaining life of each mile on these highways to date both originally constructed and reconstructed is more than 10 years. In other words, commercial motor vehicles in 10 years have paid to the cities and state of Missouri \$200,000,000 and used in 91 percent of the total miles traveled, highways which cost \$60,000,000.

My company operates a fleet of ten tractor-trailer units between St. Louis and Tulsa, Oklahoma. These units cost, totally equipped, \$110,000. Be-

fore I turned a wheel, I paid out in federal excise tax, which I stated above no other form of transportation pays, \$6,200. I purchase my registration plates and Public Service Commission fees which cost me \$5,300. I paid a state sales tax on these vehicles of \$2,200. Thus, I made a tax contribution of \$11,730 on these 10 pieces of equipment before I loaded one pound of freight on the equipment. Now I am ready to operate these vehicles on the highways.

I fill the gas tanks with 80 gallons of gasoline, involving a use tax of \$360, which includes the city, state, and federal gas tax, and every time the wheels turn on these vehicles 4.9 miles, I use a gallon of gasoline and pay 4.5¢ tax. Each one of these vehicles during 1948 consumed 25,200 gal. of gasoline on an average or a total of \$11,290 in gasoline taxes. In other words, the first year I operated these units I paid a total tax of more than \$23,000 on an \$110,000 investment.

It is very apparent that many people not only overlook the actual taxes that commercial motor vehicles are paying, but they completely overlook the fact that highway transportation plays a very important part in our national economy. Our rate basis is now being used across the entire United States by industry, farmers, and dairy producers as a yardstick for determining their area of marketing and distribution. I want to say here and now that the legitimate motor truck operator does not make a practice of overloading his vehicles in violation of any state law. Our rates and charges are predicated upon the cost of doing business, taxes, and the maximum weight we can transport legally, and certainly it would be folly for any legitimate motor truck operator to endeavor to establish a lower basis of rates on the assumption that he could overload his trucks in violation of existing laws. This would be false economy both in the eyes of private and public interests.

It has been my pleasure for many years to represent the trucking industry before the Missouri legislature. When recommendations are offered for changes in weight limitations, we first determine whether or not our highways are constructed in such a manner as to take the recommended changes without serious damage, and at the same time considering that greater load distribution in weight, etc., can eventually reduce transportation costs by motor vehicles to the public in general.—George R. Goode, president, Be-Mac Transport Co., Inc.

AUTOMATIC FIRE DETECTION and ALARM SERVICE



Automatic Fire Detection and Alarm Service



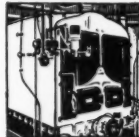
Sprinkler Supervisory and Waterflow Alarm Service



Burglar Alarm Service



Industrial Process Supervisory Service



Heating System Supervisory Service



Automatic Smoke Detection and Alarm Service



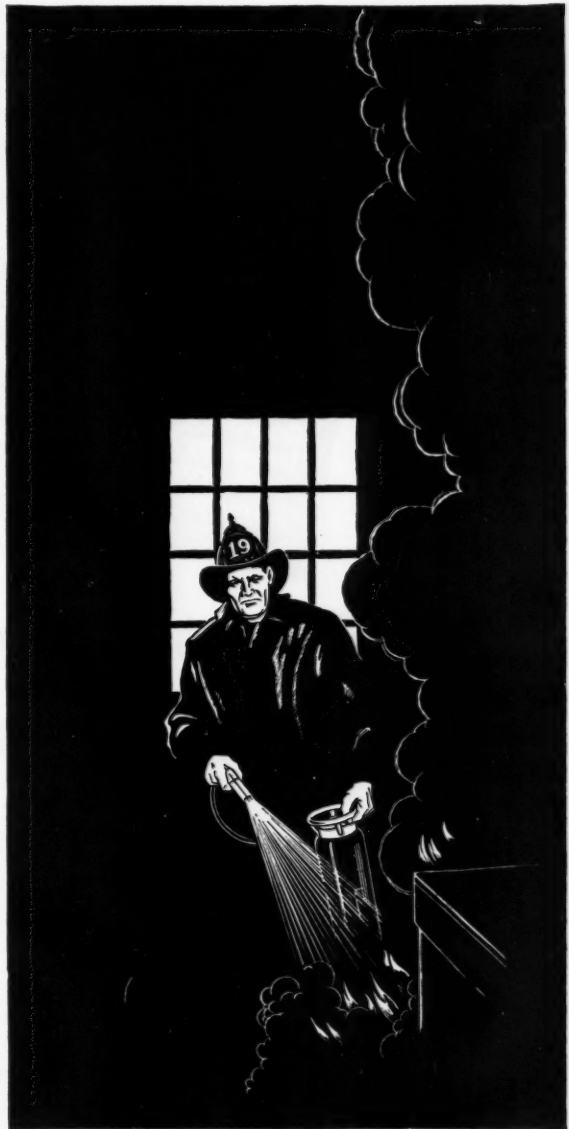
Holdup Alarm Service



Watchman's Reporting Service



Manual Fire Alarm Service



Records of large-loss fires prove conclusively that fire protection measures are not adequate unless they include dependable means for detecting and reporting fire *automatically*.

For unsprinklered properties, ADT provides Aero Automatic Fire Detection and Alarm Service. Aero is a combined pneumatic and electrical system which operates to give an alarm whenever the temperature in a protected area rises at an abnormally rapid rate.

No matter where fire may start . . . no matter what the hour of day or night . . . Aero *automatically* detects the incipient blaze and *automatically* summons fire-fighting forces.

This protection service is available through ADT Central Stations in principal cities of the United States. Elsewhere, the same protective systems, including all-important ADT inspections, tests and maintenance, may be provided for local operation or direct connection to fire or police departments.

Write for details on how ADT Services may be applied to effect better fire protection at less cost.

✓ #1 in a series presenting the principal ADT Services for the protection of life and property.

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As an important step in the improvement of Long-Distance Moving service, United Van Lines, Inc. has adopted the "Sanitized"* process for exclusive use in the household moving field.

The "Sanitized"* process guards against germs, bacteria, mould and odors to assure a high degree of cleanliness in the handling of household goods and office equipment.

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aid in such fields as bedding, laundries, upholstery fabrics, leather and tanning, etc., etc.

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United Van Lines, Inc. is currently spraying "Sanitized"* solution on all pads, covers, tarps, etc. regularly. Each "Sanitized"* van is plainly marked and regularly inspected and certified.

There is no extra charge for "Sanitized"* United Service. Your United agent invites you to make use of "Sanitized"* equipment on your very next personnel move.



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NO RESEARCH NO PROGRESS

By WELDON B. GIBSON

Chairman, Business and Industrial
Economics Dept., Stanford Research Inst.



The railroads are on the horns of a dilemma. If they increase rates they'll lose business. If they retain present rates they'll lose money. What's the answer? Research.

THE railroads are perhaps foremost among carriers who face real and basic problems during the next several years. Before we can proceed with a discussion of research possibilities to aid in solving problems of the railroads, it is necessary that these basic problems be stated clearly and forcibly. In my view, the underlying problems of the rail transportation field may be classified into five categories.

The Problems

First, the railroad industry today is not experiencing a sufficient rate of return on net investment to enable it to keep pace with the requirements of the times. This situation arises even though net earnings during 1948 were the third highest since 1929. There is not an adequate inflow of venture capital to increase plant facilities at the necessary rate of growth.

Second, the level of rates, even though now increased to a precarious point, has not been maintained in keeping with the level of costs of producing service. The real cause, of course, is that the cost of producing rail service has gone up [proportionately] faster and farther than the prices which railroads are permitted to charge for their services. The railroads then, are faced directly with the problem of lowering costs per ton mile or price

ing themselves out of even more markets.

Third, the diversion of traffic to competing forms of carriers has indeed produced a cause for alarm. The volume of industrial products shipped by rail viewed alone exhibits an increase of approximately 20 percent from 1929 to 1948—but, the volume of goods manufactured increased about 80 percent during this same period. There is ample evidence that the recent rate increases have accelerated the trend. The acuteness of the problem is emphasized by one study indicating that a 10 percent decline in operating revenue might reduce net income of the railroads by as much as 40 percent.

Fourth, the railroad industry is suffering from the lack of sufficient advances in technology, especially as compared with other forms of carriers. This problem has arisen in part, of course, from the financial position of the carriers since 1930. Although some fine improvements have been made in locomotive power equipment, 85 percent of our locomotive power still comes from the conventional steam equipment.

Our handling equipment, lading facilities, specialized car equipment and maintenance facilities have undergone limited change since the turn of the century (taking railroads by and large). The railroad industry today is clearly not a technologically based industry, i.e., it has not depended primarily upon

technical advances to maintain itself competitively (italics supplied). There are significant exceptions to this, of course, but the technological lag in railroads is pronounced.

Fifth, the railroad industry (as well as other forms of carriers), has been faced with the necessity of operating under the close surveillance of governmental regulatory bodies—yet without a coordinated administration of transportation policy for the nation as a whole.¹ The transportation problem of this country is essentially one of competition and some way must be found to use the different types of transportation with a view to best serving the interest of the shipping and traveling public with fairness to the competing agencies.

It is appropriate, then, to explore possible avenues for solution of these problems. At the same time we must take cognizance of the actions being taken by the railroad industry to bring out solutions. Research in itself, of course, will not solve any of these problems, but on the other hand, a tremendous amount of applied research work is required in any effective plan designed to cope with the issues. It is recognized that by any acceptable measure, the volume of research activity in the railroad industry is low.

¹ See "U. S. Department of Distribution," DISTRIBUTION AGE, April.

(Continued on page 42)

Excerpts from an address before the Pacific Coast Advisory Board, Oakland, Calif.



Fig. 1. All-welded standard box car.

FOSSILS ON THE MAIN TR

The railroads are installing better paper systems, designing fine new freight cars, and goodness knows what else. But equipment continues to be mostly of World War I vintage, and so the shipper continues to get the raw end on service.

By BENJAMIN MELNITSKY

WHY are shippers turning to trucks? One reason is believed to be poor rail service. Another may well be poor rail equipment. They go hand in hand. The railroads are adding new freight cars but they're not adding them fast enough. And they're charging more than the traffic will bear. The shipper is willing to pay, but he wants good service. You don't get good service without good equipment.

What's being done? Precious little, say the steel mills: the railroads aren't ordering enough new cars to warrant granting them increased allocations. Nonsense, say the railroads: we'd order more cars, but we can't get the steel. Who suffers? The shipper.

His suffering may be eased, but it will require a considerable change for the better. Abundance in the immediate future, however, does

not appear to be in the cards. One reason is that shipper demand for cars has declined temporarily, due in part to seasonal factors.

The Association of American Railroads adds this information: "It may be expected that the loss of cars by dismantling will be progressively greater for a good many months. . . ." Colonel J. Monroe Johnson of the Office of Defense Transportation has stated that even with a continuation of the railroads' program of 10,000 new freight cars a month, it will take 23 years to reach a total inventory of the 2,000,000 cars needed. "A good many months" or "23 years." In either event, it is certain that for some time to come (assuming high level activity) the American economy will have to struggle along with an inadequate rail system, a system that may function with relative smoothness for much of a year, only to be-

come badly disrupted during periods of peak loading. We saw such disruption last summer when the grain crop was heavy; we have seen it at other times when cattle, fruit, vegetables, and other commodities have been in extra large supply. Thus the easing situation right now may well presage a tight car supply situation next summer.

Let's look for a moment at an average freight car. What do we find? In all likelihood the car is a relic (despite partial reconstruction) antedating World War I, almost certainly it is well out of its teens. These cars are as unable to fulfill the needs of modern distribution as the Model T is incapable of satisfying the requirements of today's business man. A large proportion of cars are limited in capacity, difficult to load or unload. Because of their age they rattle and groan; because of obsolete

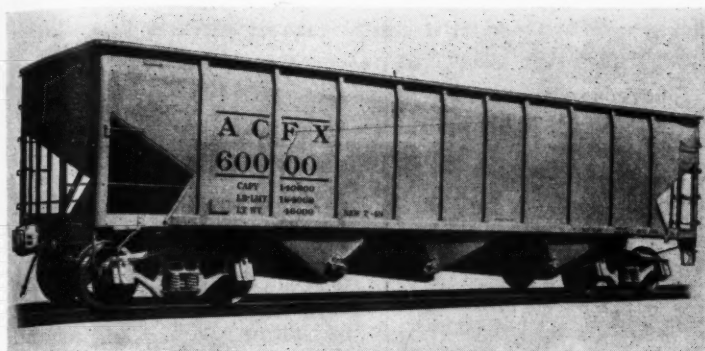


Fig. 2. 70-ton capacity steel hopper car.

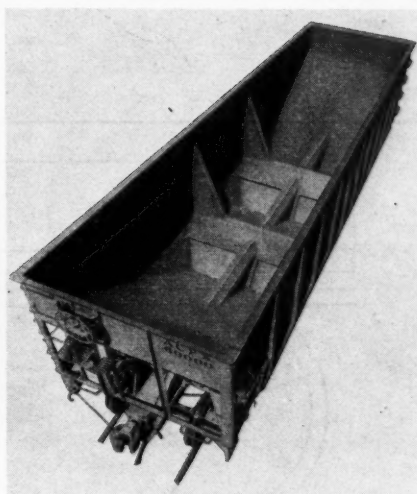


Fig. 3. Top view of 70-ton hopper car.

Fig. 4. Extra-long box car specially designed for l.c.l. freight.



TRACK

brakes they lurch. The materials they carry frequently arrive at destination badly damaged—in part because of rough handling in yards. In the past 11 years the American railroads have paid out more than a half billion dollars in freight loss and damage claims. Rail freight must be protected from damage by costly packages and expensive stowing methods.

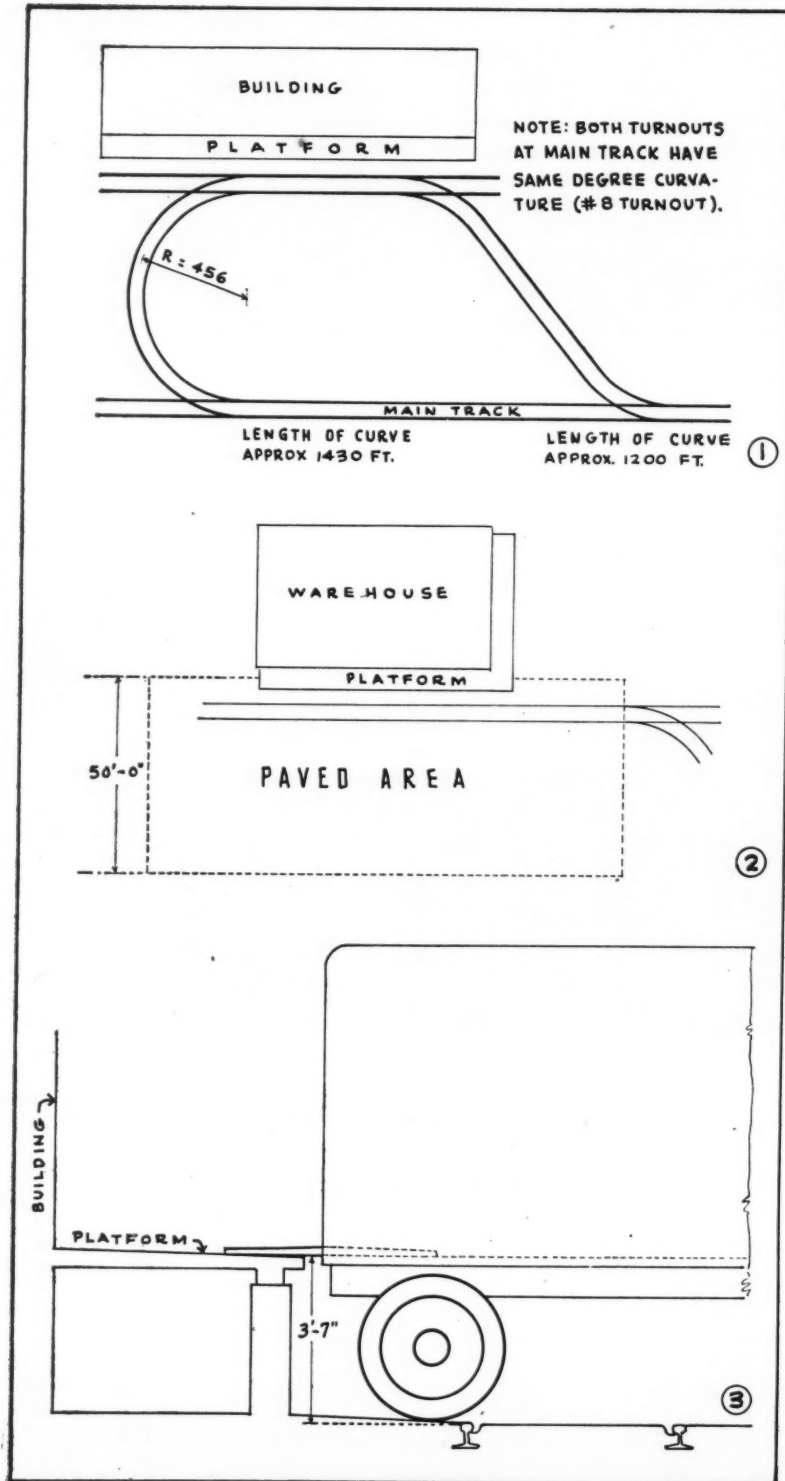
Gazing at the broken down work horses standing wearily at the plant siding, the shipper may recall with some incredulity the talk he's heard about the new post-war freight cars. The answer is, of course, that the rate of replacement is too low. There are 200,000 modern or fairly modern cars on the roads and more are coming along. Everyday sees a new batch leaving the railroad-owned car shops or the even larger plants operated by Pullman-Stand-

(Continued on page 46)

AGE OF FREIGHT CARS

Years Old	Number of Cars	Percentage of Total
31 or over	365,247	20.97
26 to 30	205,669	11.81
21 to 25	406,812	23.35
16 to 20	195,188	11.20
11 to 15	141,308	8.11
6 to 10	228,018	13.09
1 to 5	199,862	11.47
	1,742,094	100.00%

CONSTRUCTION of SIDINGS and PLATFORMS



IN planning a siding and platform, whether for a warehouse or for a branch plant, one must consider the following (whether or not the siding and platform are to be built as part of a new construction):

- Available land;
- Volume of traffic;
- Flow of commodities — whether by rail, by highway or by both;
- Design of building;
- Types of materials handling equipment;
- State and local regulations on utilization of property.

1. If planning to build in a new location, *do not* purchase land until you have consulted a railroad superintendent. Each state has its own requirements as to lateral and other clearances. Also, if you get too little land you may be unable to construct the proper roadway or paved area adjacent to the building. In such an instance you would find it difficult to accommodate truck-trailers. You might, in addition, be compelled to build a section of curved track far too limited to give you satisfactory service. The result would be perpetual difficulty in moving rail cars or engines.

2. Determine beforehand, in terms of carloads per day and truckloads per day, your expected maximum freight volume. Volume will determine length of siding, amount of supplementary platform for trucks, etc. For the purposes of this article it is assumed that 10 carloads are delivered each working day; five leave by rail and five by truck-tractor.

This article was prepared with the assistance of L. P. Struble, chief engineer, and J. E. South, engineer of bridges and buildings, both of Pennsylvania R.R.

In this period of increasing branch plant construction and the construction of new warehouses in line with changed needs, this discussion of cost, planning and procedures is particularly timely.

By THEODORE WHITMAN
Managing Editor

In this case, a single-track siding, 500 ft. long, is advised. This eliminates switches on the siding itself and keeps all unloading operations close to the building. Rail of 130 lbs. (per yd.) is recommended, particularly because of availability on some railroads and because it is close to the prevailing weight used on main track. This rail is "fit" rail — rail which has been used before. In some cases, the ends have been cut off because of the beating taken during main-track use, but the shorter lengths will have no importance on siding or turnout track. It is recommended that very light rail not be used; while it is cheaper, there may be additional costs in adjusting height to that of heavier rail elsewhere on siding or turnout track. It may, however, be used with little physical difficulty if it is uniform throughout.

With respect to costs, it should be noted that the ratio of labor (installation) costs to material

costs varies with the different weights of rail. For 130-lb. rail the ratio of labor to material is about 6:5. Under present conditions of high labor costs, this factor should be considered. Any major railroad should be in a position to furnish tables showing ratios and total labor-material costs.

Taking Philadelphia labor rates now current, the cost of track siding (straight, no switches) is \$10 to \$11 per lineal foot. **THIS EXCLUDES GRADING COSTS**, which will vary with the job. For 100-lb. rail, the cost is \$8.50 to \$9.50 per lineal foot. It should be kept in mind that there are dozens of rail weights. The availability of each varies from railroad to railroad. In addition to considering the initial cost, one should consider the cost of maintenance. Keep cinder or stone ballast clean and free of rubbish; this will retard rotting of ties, prevent derailing (which cost would be on the shipper

or warehouseman) and improve general efficiency.

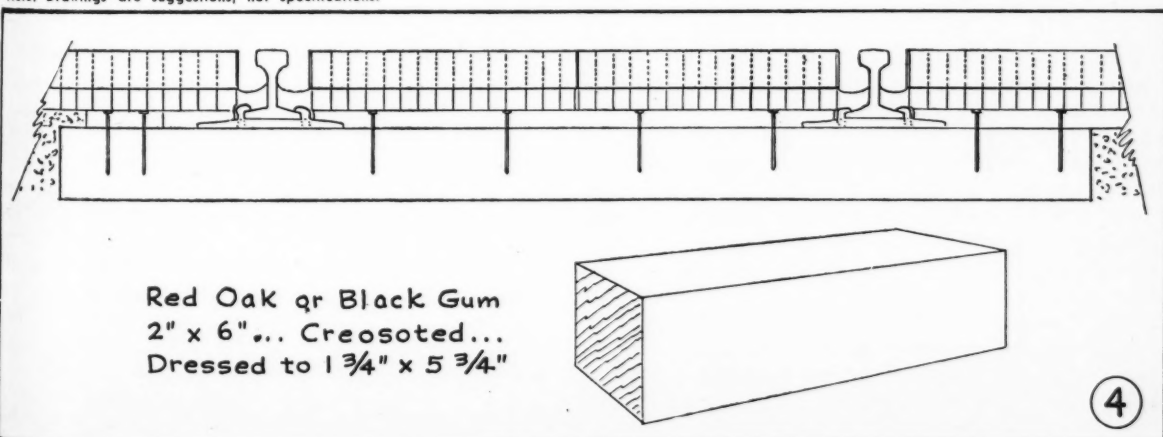
3. Turnout track is a separate problem. This track, which is curved, and runs from main track to the siding proper, is governed in the first instance by degree of curvature. Obviously, the greater the curvature, the greater the amount of track required to link two points. This emphasizes the importance of having plenty of land and of not being cramped for space. Curvature is indicated by degrees and by "number." Three examples are cited below.

Number	Radius	Degrees of Curvature
5.289	175 ft.	32.45
6.0	245 "	23.32
8.0	456 "	12.34

It would appear at first glance that a short, sharp curve (semi-circle) of 175-ft. radius is cheapest and therefore most attractive. But this ignores distances. And remember also, that the installation of too sharp a curve would make it

(Continued on page 44)

Note: Drawings are suggestions, not specifications.



FREIGHT CLASSIFICATION

Specific or Maximum Increase	COMMODITY	Maximum Increase
Note 5 see chart	Class rates not otherwise specified	
	Class rates ICC 28300 scale	
	Commodity rates not otherwise specified	
\$1.00 or less—7½c NT	Cable, steel core	25c
Over \$1.00 to \$2.25, 12½c NT	Cable (wire in single str.)	25c
Over \$2.25 15c NT	Lignite Coal	35c cwt.
15c	Curbing, granite	22c cwt.
	Kauilin (See Clay)	
	Peanuts in the shell, raw	

THE classification problem, in a nutshell, may be said to embrace three distinct phases: (1) shipping departments of too many concerns do not know how to describe shipments on bills of lading nor do they understand the importance of so describing shipments correctly; (2) the carriers, through their respective Classification Committees, have never made it clear as to just what prerequisites, classificationwise, form a precise basis for any particular rating; and (3) the general vagueness and obvious misunderstandings concerning the underlying justifications for the ratings assigned to articles in the new, proposed Uniform Classification.

Proceeding in logical sequence, the first phase of the problem concerns the failure of many industrial concerns to accomplish a satisfactory performance when it comes to describing shipments properly on bills of lading. Not knowing *how* to describe shipments properly means not knowing how to describe them *properly* on too large a percentage of shipments. This statement applies to almost all concerns that operate without benefit of the guidance of a traffic department and, to a limited degree, to those concerns that do enjoy the guidance of a traffic department. The author has been confronted with evidence to support the above statements on so many occasions that the statements are, if anything, too conservative. Proper classification is, admittedly, a technical subject, difficult, at times, to even the professional traffic man-

ager. The inexperienced or unguided shipping department frequently resorts to the practice of using trade names as classification descriptions on bills of lading, thereby leaving it up to carriers' billing clerks to convert the trade names to legitimate classification descriptions. The carrier billing clerk has neither time for research nor the necessary facts to conduct such research even if the time were available. The clerk therefore uses whatever classification description seems most obvious and lets it go at that. Under such conditions, it is only natural that the billing clerk may use a higher-rated description than is properly applicable, thus, consciously or unconsciously, protecting the carrier's interest. The shipper, or the receiver if the material is sold f.o.b. shipper's factory, thus pays more freight than is necessary. The resulting overcharges are not readily recoverable because the error, once made, is not easily detected. One phase of the classification problem then, is consistently to describe material properly on bills of lading. There is an answer to this problem, but the answer is not always obtainable without considerable study, patience and perseverance.

The importance of traffic management in industry is governed to a great extent by the sphere of influence it commands within industry itself. Most industrial traffic departments realize that providing correct classification descriptions for placement on bills of lading is a primary responsibility. Many traffic managers delegate classifica-

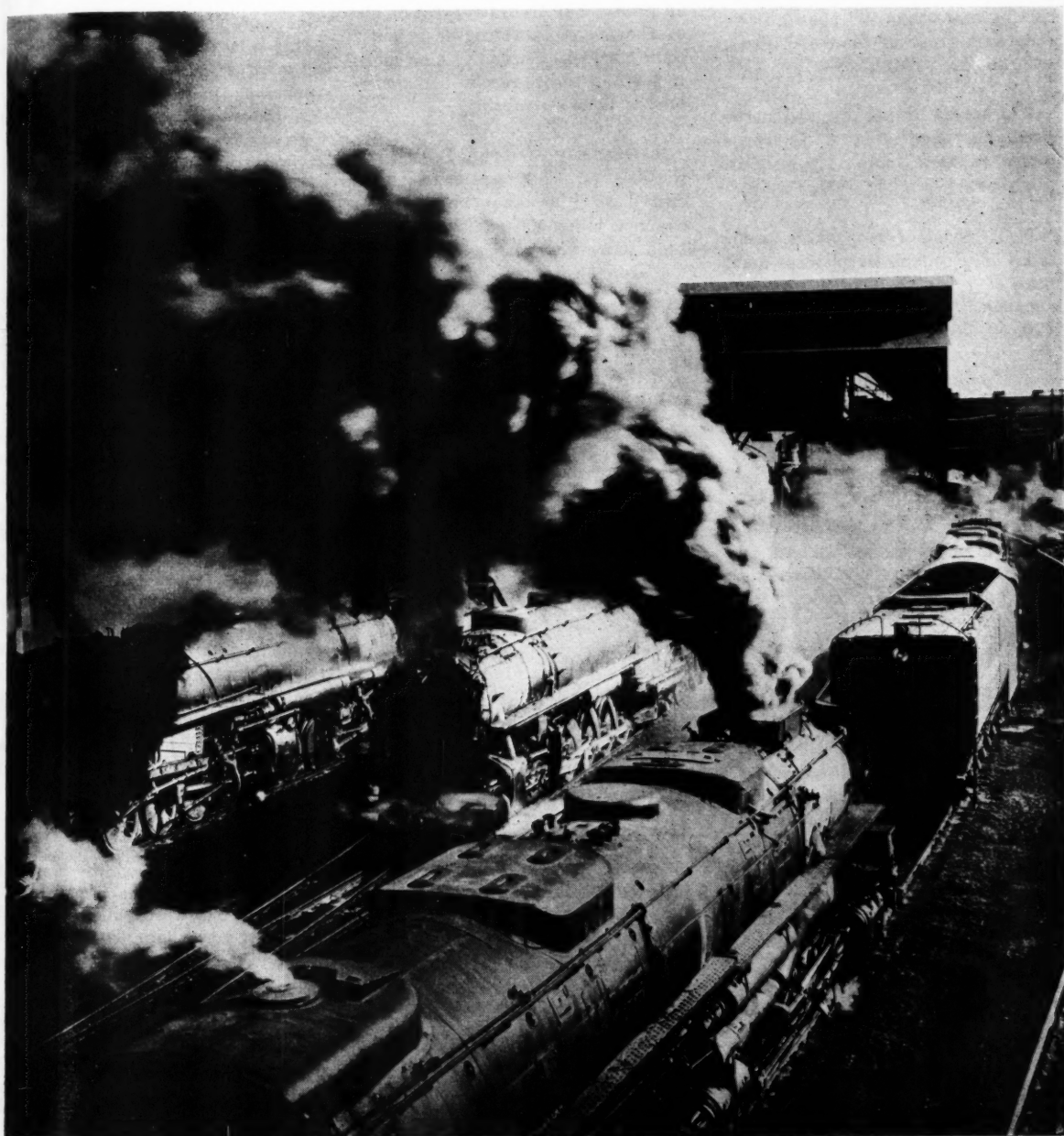
tion responsibilities to one or more experienced employees. These men study the rail carriers' "Consolidated Freight Classification" and the motor carriers' "National Motor Freight Classification" until they are completely familiar with the basic principles of classification and the general application of the many classification descriptions provided. Industrial concerns frequently issue company publications that provide a list of all of the regularly shipped items by trade names and opposite each trade name, the correct, applicable, classification description is shown. As a result, all the shipping clerk has to do is to refer to the trade name in the publication, see what classification description is provided for that trade name and place the proper classification description on the bill of lading.

The above outline is simple and basic. Many concerns include in the company publication the proper packing requirements and the ratings applicable by both rail and truck in each classification territory. The amount of information shown is dependent upon how much is needed by the shipping department. If the shipping department's operation does not require rate information, it would appear that the ratings are unnecessary in the company publication. If the products are such that many small items subject to different descriptions with various ratings may be placed in one package, then it may be advisable to indicate ratings. Such a procedure would prevent

(Continued on page 48)

Clarity of reasoning behind ratings and lack of careful description are two problems bedeviling the work of the traffic manager. The proposed Uniform Classification is not helping matters either . . .

by RICHARD C. COLTON



Warehousing Economics

By L. J. COUGHLIN

President, Bayway Terminal Corp.

QUESTIONS and ANSWERS

(Applicable to general merchandise warehouses.)

1. Public warehousing cannot be profitable if performed in space costing more than ... per sq. ft. to construct (cost of land excluded). (\$2, \$6, \$1, \$4, \$10)

2. Public warehousing cannot be profitable if performed in space leased at more than ... per sq. ft. per year. (75c., 25c., 10c., \$1, 50c.)

3. To make a reasonable profit today most public warehouses must have over ... per cent average occupancy. (70, 50, 20, 90, 60)

4. To make a profit under today's business conditions, a public warehouse should have a average occupancy than before the war. (higher, lower)

5. Under present business conditions, most public warehouses prefer to have a turnover than they had a few years back. (higher, lower)

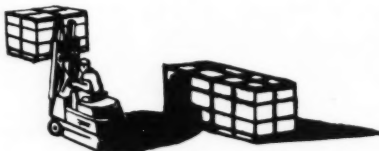
ANSWERS

1. \$4. In trying to determine whether or not a proposed site would lend itself to profitable warehousing, it is our practice to work out a pro forma profit and loss statement. We conclude after having worked out many such statements, that public warehousing cannot be profitable in space whose construction costs exceed four dollars per sq. ft. Of course, other factors must be taken into consideration: location of warehouse, rail service, potential drawing market, etc.

See profit and loss statement on opposite page.

2. 25c. The 25c.-figure also has been worked out through the study of profit and loss statements. It might be added that to make a profit on space rented for 25c. per sq. ft. a warehouseman must get a gross return of at least 80c. per sq. ft. The difference, of course, is not all profit. Far from it. First of all, overhead and operating costs must come out of it. Secondly—and more important—only rarely are warehouses filled to capacity.

3. Over 70%. Overhead costs, not the least of which are taxes, have soared so high that rate of occupancy today necessarily must be high if warehousemen are to make a reasonable profit.



4. Higher. The reason, of course, as brought out in answer 3, is high costs. Before the war a 60 per cent average occupancy was satisfactory. Today's warehousemen have had to raise their sights.

5. Lower. In the "good old days," the more frequently lots turned over, the better warehousemen liked it. Quick turnover sometimes meant that the same space could be used as many as three times in a month, thus earning thrice from a specific footage. In some instances this is true even today, but with the high cost of labor, plus expenses in the form of payments for unemployment insurance, social security, disability benefits (some states), workmen's compensation insurance, etc., many warehousemen, among them operators of multi-story facilities, prefer lower turnover. In a highly competitive market—for example, in the New

York area—many warehouses are not even breaking even on handling costs.

These computations are based on several assumptions:

1. Space revenue declines in the same proportion as space occupied. This would generally be true in the case of mixed merchandise warehousing; it would not necessarily be true for merchandise — cold storage warehousing, for example:

2. Operating expenses decline straight-line; in the illustration, it is about 6 per cent for every 10 per cent decline in space occupied;

3. If you had a 1/3-larger warehouse, operating costs would be the same as for a 300,000-sq. ft. warehouse; note that if you subtract \$240,000 gross revenue (at 70 per cent occupancy) from \$296,000 gross revenue (at 70 per cent for the larger warehouse) and add the difference to the net of \$16,250 (smaller warehouse), you get the net for the larger building. This assumes, in other words, a fixed level of expenses (both operating and general) and does not visualize either a straight line or variable decline in such expenses. However, it should be kept in mind that the above data are pro forma and are largely intended to demonstrate the point that rental at \$.25 per sq. ft. is the maximum permissible for a general merchandise warehouse at 80 per cent occupancy.

The opinions and data presented here derive from the broad experiences of one warehouseman. Others may not agree with him. They handle different commodities, perhaps, and are led to somewhat different conclusions. They're located in other areas—and work out other data. Warehousing is a varied field. We invite readers to submit their own opinions ... data ... questions. Certainly the subject deserves full consideration.

WAREHOUSING ECONOMICS

PRO FORMA STATEMENT OF REVENUE AND EXPENSE

*A 300,000 sq. ft. Warehouse—partially heated
(not operated as agent or branch)**

OCCUPANCY	After aisles Office space & Gear rooms	<u>100%</u>	<u>90%</u>	<u>80%</u>	<u>70%</u>
GROSS REVENUE **					
Storage, Handling & Misc. Services		\$344,000	\$309,000	\$275,000	\$240,000
OPERATING EXPENSES					
Supervision, Labor, Materials (in- cluding fuel, gas & oil), electricity, water, insurance & claims, social security & similar taxes, sprinkler service and watching, Gov't Store- keepers, misc.		<u>177,250</u>	<u>166,300</u>	<u>156,450</u>	<u>149,700</u>
GROSS OPERATING PROFIT		166,750	142,700	118,550	90,300
GENERAL & ADMINISTRATIVE EXPENSE					
Officer & Office Salaries, Adver- tising, Office Expenses, Travel & Entertaining, Financial taxes, Legal and Professional, Misc.		<u>81,750</u>	<u>79,500</u>	<u>76,150</u>	<u>74,050</u>
NET OPERATING PROFIT		85,000	63,200	42,400	16,250
RENTAL AT 25 CENTS		<u>75,000</u>	<u>75,000</u>	<u>75,000</u>	<u>75,000</u>
PROFIT BEFORE INCOME TAX		<u>\$ 10,000</u>	<u>\$ 11,800^a</u>	<u>\$ 32,600^a</u>	<u>\$ 58,750^a</u>

SAME ELEMENT FIGURED ON A 400,000 SQ. FT. WAREHOUSE

OCCUPANCY	After aisles Office space & gear rooms	<u>100%</u>	<u>90%</u>	<u>80%</u>	<u>70%</u>
GROSS REVENUES		<u>\$424,000</u>	<u>\$381,000</u>	<u>\$339,000</u>	<u>\$296,000</u>
NET OPERATING PROFIT		165,000	135,200	106,400	72,250
RENTAL		<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>
PROFIT BEFORE INCOME TAX		<u>\$ 65,000</u>	<u>\$ 35,200</u>	<u>\$ 6,400</u>	<u>\$ 27,750^a</u>

^a Loss.

* Bonded and served by ADT.

** Gross computed on basis of \$.80 per sq. ft.

The Keynote

... Mechanization!

It is not only the cars and locomotives; it's mechanized maintenance and mechanized repair—and the skills of the men doing a modern job of keeping a railroad running which are providing a better system of distribution.



FROM engine to caboose, the railroads have mechanized. Today's railroads are much more than conglomerations of high-powered diesels and streamlined passenger cars. Take a look at the work equipment in the background and you begin to realize what a tremendous technical job the railroads face. Yet the job is an everyday affair to a road like the U. P.

Its maintenance of way department utilizes mechanical equipment which would have widened the eyes of its pioneer engineer, General Grenville Dodge, whose work crews of the 1860's pushed a transcontinental railroad through mountainous terrain and over unbroken wastelands. From the laying of the rails, through the ties and ballasting operations to the centralized traffic control system, mechanization is the keynote of the railroad's modernization. Starting with the "bedrock" of a railroad, we can follow the parade of mechanization right down to the "end of the line."

Full revolving *burro cranes* are used in rail laying operations—in unloading the steel rail lengths from flat cars, in laying the track. "Follow through" work consists of

picking up the old rail and loading it on waiting flat cars. Another mechanized aid in rail pickup operations is the *ditcher hoist*, which is mounted on rail laid on flat cars. It does double duty, picking up discarded rail and loading it into cars, and aiding in ditch clearance chores and in the cleaning of cuts.

Another mechanized time-saver in roadbed maintenance work is the self-propelled *power ballast tamper*, which feeds ballast between the ties and tamps it down compactly and uniformly. *Power jacks* are used to raise track for ballasting operations, and *tractors* with *bulldozers* are brought into play for restoring roadbed sections, cleaning ditches, and repairing dikes along the line.

Modern machinery simplifies the handling of ties. *Air compressors* feed power to the *saws* used to level, smooth and cut slots in ties for insertion of tie plates. To get accuracy and uniformity of tie seats, *machine adzers* are employed. They surface the ties speedily and evenly before the new rail is laid. This accuracy is important in the attempt to meet today's need for smooth riding, high speed track, and prolongation of the life of rail and tie.

Steel rails are pre-drilled by a *power rail drill*. The angle irons also are pre-drilled. Spikes are driven by power equipment. In taking up track, the railroad's maintenance crews again use power driven mechanical tools — *spike pullers* — which can pull from 30 to 45 spikes per minute.

Rail track bolts are periodically tightened. Employed in this operation are *power track wrenches* which allow equal expansion and contraction at all joints, eliminate much joint trouble and reduce the number of tightenings required.

The maintenance department uses such power driven tools as *jack hammers*, *paving breakers*, *boring tools*, *tampers*, and *paint sprayers*. The latter are used for the specialized painting of ties, bridges, and equipment. Mechanical paint sprayers also are used for the more domestic job of painting buildings and company houses along the line.

The road's bridge and building construction crews utilize portable *concrete mixers* for work on bridge abutments, ties and retaining walls. Diesel- and gasoline-operated *hoists* and *cranes* are used, as well as a
(Continued on page 36)

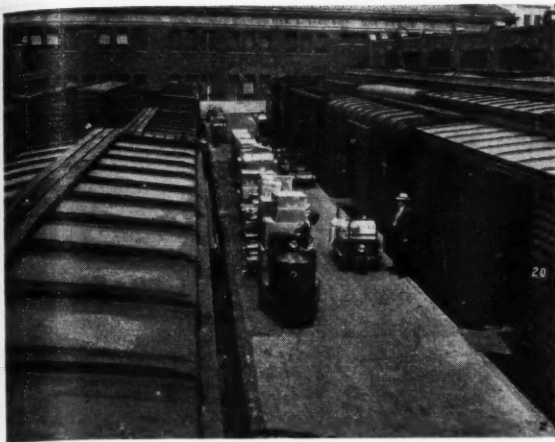
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By P. J. LYNCH

*Vice President in charge of Operations
Union Pacific Railroad*

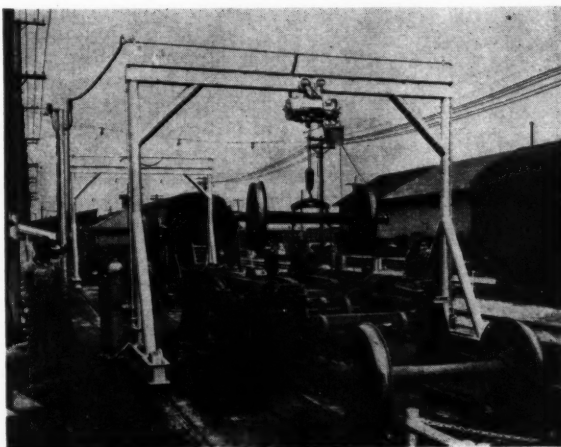
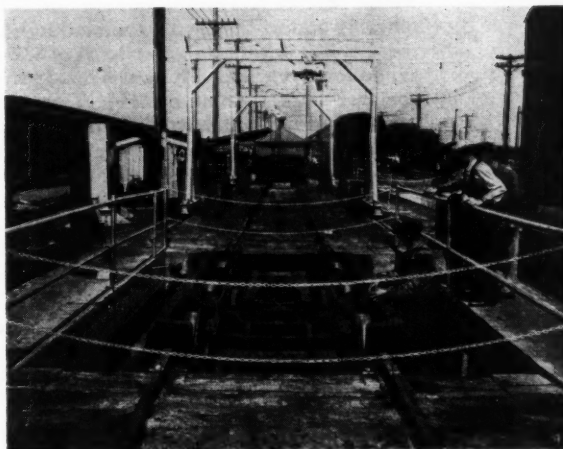
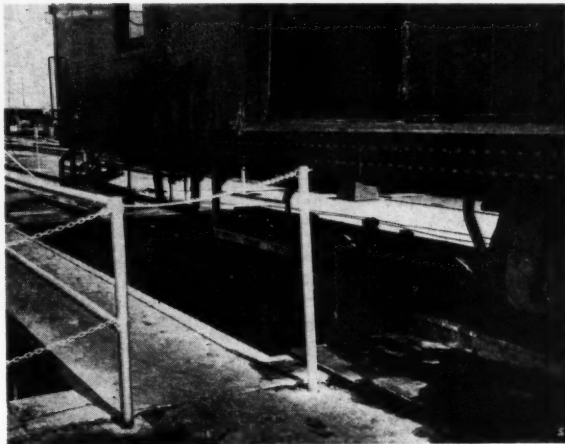
1. Utilization of modern materials handling equipment in freight houses facilitates lifting and stacking of both incoming and outgoing freight. Here, fork truck stacks palletized merchandise. By employing such equipment, railroads are significantly increasing capacity of freight houses, and minimizing congestion.

2. Mechanical handling continues in the loading operation. Loading costs are cut and efficiency is increased when trains are loaded as shown here. Truck trailer trains are coming from freight depot with l.c.l. freight. Trailer train takes load directly to side of freight car for which load is designated. Note that cars are numbered.

3. Trucks-and-wheels, to be replaced are lowered from car on drop pit track into 20-ft. deep, four-track wide drop pit. Descent is hydraulically controlled. Once in the pit, the truck-and-wheels are moved underground to an adjoining track, making way for replacement truck to be raised from the pit and placed under the car.

4. Replaced truck-and-wheels, after moving underground to adjoining track, is raised to track level. It is now ready to start on the final leg of the repair journey. It will be rolled down repair track, then raised by an overhead crane (shown in background). Next step is blocking (note blocks along both sides of the repair tracks).

5. Here truck already has been blocked, and is being divested of its wheels. In wheel removal, overhead crane is again put to work. Note that crane is moveable and has its own tracks, outside the rail tracks. Replacement wheels already have been moved into position and will be installed as soon as the old wheels have been taken off.



Barges, Trucks and the ICC

WASHINGTON, D. C.

WHILE on a trip down the Mississippi as a guest of the U. S. Corps of Engineers, I was questioned by operators of barge lines as to what Congress would do about the minimum wage law. Would the minimum of 40c. per hour be raised to 75c.? There was no violent opposition to the raise in normal hourly wages, but my questioners, almost to a man, proclaimed they could not operate if the raise also applied to overtime.

They had great hopes, apparently inspired by an outside organization, that this aspect of legislation would not apply to barge lines. At this writing, however, the Administration bill, introduced by Rep. Lezinski of Michigan, chairman of the House Labor Committee, bids fair to pass in the House without material exemption to barge operators. Of course, Senate action also must be considered, but it is expected that if the House passes a bill raising the minimum to 75c., the Senate will follow suit. The Senate is considered to be more completely under labor influence than the House.

It is interesting to consider what effect the passage of such legislation would have on barge operations. The following is an analysis given me by a barge operator in New Orleans. Under the proposed law, the unskilled worker on barges and tugboats would receive \$30 for the basic 40-hour week. But he also works overtime—say another 44 hours. This is not unusual in barge operation. For this extra time he would receive \$49 additional, or a total of \$79 per week—\$339 per month. While on the vessel he receives food. This costs the operator another \$60 per month. Thus, the over-all cost per worker would be \$399. You understand the full meaning of the proposed pay scale when you compare it with the present one.

A worker now gets \$150 per month (including 10 days off with full pay) and food. Thus, the present cost per worker is \$210 per month, or \$189 less than the proposed law would require.

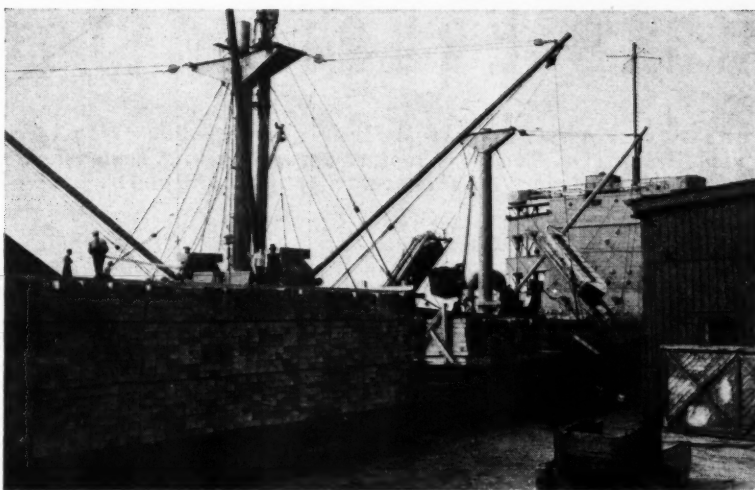
It has been suggested that the operators might solve the problem by using workers 60 hours and paying them the required 75c. an hour for 40 hours, plus \$1.125 an hour for 20 hours overtime—a total of \$250 per month. They could then adjust the inequity to themselves by not paying for the 10 days off. They would thus effect a saving of \$105; the worker would net \$155 per month. The operator would still have to pay for food, which would bring the over-all cost per worker to \$215 per month.

Railroad Rates and Joint Rates

A proceeding before the ICC, Ex Parte 168, is designed to determine if the railroads are to be allowed to increase freight rates 13 per cent. It does not affect—ratwise—inland waterways or trucks. Neither would be permitted to increase rates by the percentage rise accorded the railroads. My best comparison of existing rates reveals that it costs a firm 15 mills per ton mile for all-rail shipments, 13 mills per ton mile to ship the same freight by truck, and three mills per ton mile to ship entirely by barge. It has been the practice of the barge lines to make their port-to-port rates approximately 20 percent less than the corresponding all-rail rates; these port-to-port differentials have been extended to joint barge-rail rates.

In other words, the joint rates are founded upon a differential equal to 20 percent below the all-rail rates on like traffic between barge ports. There are, however, some few exceptions to this general basis—where the differential is 10 percent, or even less, of the corresponding all-rail rates between ports.

Apparently the Federal Barge Lines have set the pace in promulgating rates covering all-water and joint water-and-rail movements; this leadership is applicable to both class and commodity rates. In earlier years, through-rates and joint-rates with rail carriers were limited to those applying to points in states bordering on, or adjacent to, inland waterways. In later years, ICC decisions extended the joint-rate structure to the extent that through rates and joint class and commodity rates are now in effect to and from almost all points east of the Rockies. Exceptions are portions of New England. (Continued on page 30)



Railroad Maintenance Affects the Shipper

How imminent is government control and operation of the nation's railroads? Is this the big question, or is it: What must the railroads do to improve service, cut costs and increase efficiency far beyond what has already been done to meet competition?

THERE is a great deal of talk today about the government taking over and operating the railroads. The talk stems from various sources, including those who apparently feel that the present conduct of railroad operations is such as to invite government intervention. Forced to cut expenses, the roads are laying themselves open to charges that they are retrenching in a manner which jeopardizes the future state of the entire railroad plant. The railroads' own fears of government encroachment center around these same economic considerations, but they involve certain other factors as well.

Political factors largely revolve around such forms of transportation as inland waterway carriers and airplanes, as well as around that section of highway transportation which is independent of railroad control. There has been, for one thing, much propaganda that such competing media are being directly or indirectly subsidized by the government and, lately, by the military. This may or may not be true. Competing media must serve the national interest. If it becomes necessary, for national defense purposes, that the Mississippi River be

dredged and banked in order to provide unimpeded transportation, and that local and state interests be subordinated to a higher authority in order that this be accomplished (even at the expense of some catering to local needs and desires) then it must be recognized that there exists a similar possibility for the railroads, and that use of colored words like "subsidy" or "government control" only befogs the issue.

Certainly the railroads should not be the first to "view with alarm" the encroachment of government. For one thing, the recent Bulwinkle Bill seems to be heading government (re the railroads) in the opposite direction. Secondly, the rail-



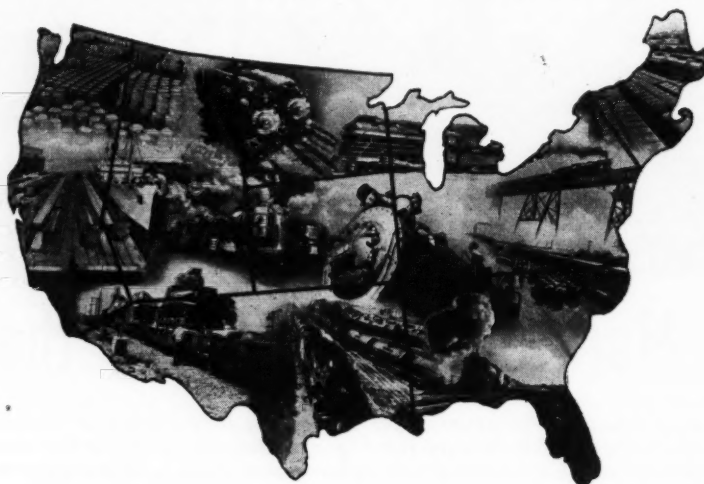
roads control a large segment of truck facilities and make good use of tax-built roads. Is this all evidence of increased danger of government control and operation? No; the danger lies in another direction: increased operating costs. But since this affects *each and every* transportation medium, it cannot be said to be directed toward the railroads to a larger degree than toward other transportation media. Nor can it be argued that this economic factor is bringing on a crisis in railroads alone. In view of the fact that the railroads have been repeatedly characterized by authoritative sources as a "decreasing cost" industry, it is evident that cost pressures there have been perhaps greater than elsewhere in the transportation economy. Evidence as to what the railroads are doing today to reduce costs is the severe cuts in maintenance of roadway and structure. In other words, the railroads are slashing expenses precisely where they were recently behind in making up for prewar undermaintenance¹ and

¹ Re maintenance of equipment, see Hultgren, Thor, *American Transportation in Prosperity and Depression*, pp. 171-174. Nat'l Bureau of Economic Research, Inc., 1948.

(Continued on page 43)

Rate Equalization

There's no easy answer, no magic formula for equalizing rates—or even for simplifying them. Too many factors are involved . . . regional economy . . . railroad competition . . . But important progress still can be made—Now.



THERE has been much talk about equalizing rates, much talk also about simplifying them—simplifying them at least enough so that shippers benefit, regional differences diminish, and an orderly inter-regional rate pattern emerges. Since highway carrier rates generally are patterned on rail rates, both motor and rail are involved. Equalization is, on the face of it, a worthwhile objective. But it is questionable, in view of the lack of unity in rail ownership, the high present differentiation in the economies of the various areas of the U. S., the differences in size among the industries of the nation, the general decline in the railroad economy, and labor cost differentials, how far the movement will progress.

1. A pre-war study by the Temporary National Economic Committee showed that ownership of the roads was scattered among hundreds of individuals. This should not, of course, be taken at face value, since many roads have had a long history of cooperation, some of the larger roads have controlled their own systems, and some systems cooperate. However, others are clearly competitive. It is natural under such circum-

stances that special rates appear. Each system, anxious to build up its own areas, hopes to attract industries likely to improve volume, increase two-way traffic, and build up revenues and net. This is one cause of rate variance.

2. There are several rather distinct areas in the U. S., the distinctions being based less on geography pure and simple and more on economy. Until the thirties, the Northeast was largely a converting area, with the South and the West providing most of the raw or semi-finished materials. During the past decade the picture has changed—rapidly in the West and the Southwest, less rapidly in the South. Such changes have been in the direction of increased industrialization. However, whereas the West and the Southwest have become important centers for heavy industry, chemicals, etc., the Southeast has shown a significant increase in textiles and other consumer goods (see table below). In this area the trend in agriculture has been toward less emphasis on cotton and more on a variety of crops which could be shipped north. There also has been less concern over self-sufficiency. Evidently there has been a lessening of the economic

differences among the areas of the country. However, it would be a mistake to assume that such differences now are relatively minor. They are important and in fact provide one of the reasons for differences in rates and rate impact. To illustrate, in the South, commodity rates are more important than class rates because of cotton, gravel, lumber, etc. However, this should not be taken as justifying the inter-regional rate differences now existing. Many opponents of such differences (which differences favor official territory, for example) feel that these differences inhibit industrialization of the Southeast and harm shippers now located there.

Certainly the recent development of the South does not bear this out. The table below shows percent increases in carloadings, 1948 over 1939:

Category	Percent
Canned goods	335
Chemicals, explosives	295
Fertilizers	147
Paper, paper products	145
Coal, coke	65
Textiles	62
Lumber, forest products	59
Flour, feed	57
Iron and steel	44
Petroleum, products	37

(Continued on page 47)



tonight— **there are 15 million new stars in the sky!**

ANOTHER AMERICAN AIRFREIGHT SHORT STORY

The American Safety Razor Corporation developed a new razor blade made of DURIDIUM. They called this blade the SILVER STAR and their tests indicated that it was superior to other blades.

A national advertising program was authorized and, to meet the expected demand, it was necessary to have blades in dealers' hands when the advertising appeared. This meant overnight national distribution—possible only by air transportation—other methods were too slow.

Therefore, the sales manager presented the problem to American Airlines' Airfreight Counsellor. That's why

15,000,000 new SILVER STARS are in the sky tonight—being flown from New York to 381 Airport Cities for delivery by truck tomorrow to countless nearby trading centers. No warehousing costs. No delays. No wholesaler discriminations. No problems!

This quick, efficient, economical answer to an otherwise difficult shipping problem is another example of how American Airlines Airfreight is changing the pattern of America's distribution methods. As a supplier or consumer, you cannot afford to overlook the possibilities in this new and better form of transportation. For free literature write today to American Airlines, Inc., 100 East 42nd Street, New York 17, New York.



AMERICAN AIRLINES *≡ Airfreight*

BARGES, TRUCKS AND THE ICC

(Continued from page 26)

Secretary of Commerce Sawyer has said he expects the present situation in regard to the basing point decision to bring far more traffic to river barges. He has asked Congress to grant \$18,000,000 to enable the Federal Barge Lines to extend operations on the Mississippi, Missouri, and Illinois Rivers. He claims the money actually would return profits if the Lines restricted their operations to barge-load traffic. He stated that if, on the other hand, l.c.l. and less-barge-load freight were carried, Congress would have to subsidize the Lines regularly.

Trucking

Meanwhile, testimony before the ICC in Ex Parte 168 has revealed some interesting data about truck tonnage. Certain large corporations in the Northwest reported that their outbound truck tonnage (building materials) amounted to 47.3 percent of their total shipments in 1946, and had increased to 72.9 percent by 1949. They attributed their greater use of trucks to the increase in rail freight rates. It appears that there is a continuing increase in short-haul (150 to 175 miles) truck tonnage.

One witness testified that high railroad rates had forced his company to withdraw its sales from 11 "long-haul states". Another company stated that its traffic out of Minneapolis was virtually all by truck. A roofing-material corporation asserted that 80 percent of its annual production of 5,000,000 tons now moves in trucks. It was pointed out that tons of Texas citrus fruit now go north by truck; that southern mills send their cloth north by truck; and that more and more steel is moving out of Pittsburgh by truck.

Ten years ago there were 1,200 interstate truckers making \$100,000 or more per year; total annual revenues were \$700,000,000. Today there are 2,500 and total annual revenue is \$2,500,000,000. Truck tonnage in 1948 was 120 percent above that of 1939; l.c.l. rail freight has dropped 30 percent. The growth of truck-freight tonnage is nationwide. Textiles are now shipped by truck and rail in equal tonnage; 10 years ago 85 percent went by rail. Fruit and vegetable merchandisers long have been partial to trucking because it costs less and is fast, and because trucks come directly to point of origin and point of destination. ICC data show that many steel producers ship as much as 65 per cent of finished products in their own trucks.

The plant-to-plant movement, which eliminates the necessity of loading and unloading at terminals, has introduced marked economies. It costs, for instance, 30.74c. per hundred to ship steel from Pittsburgh to Cleveland by rail. The truck rate is 26c.

Rate Increase

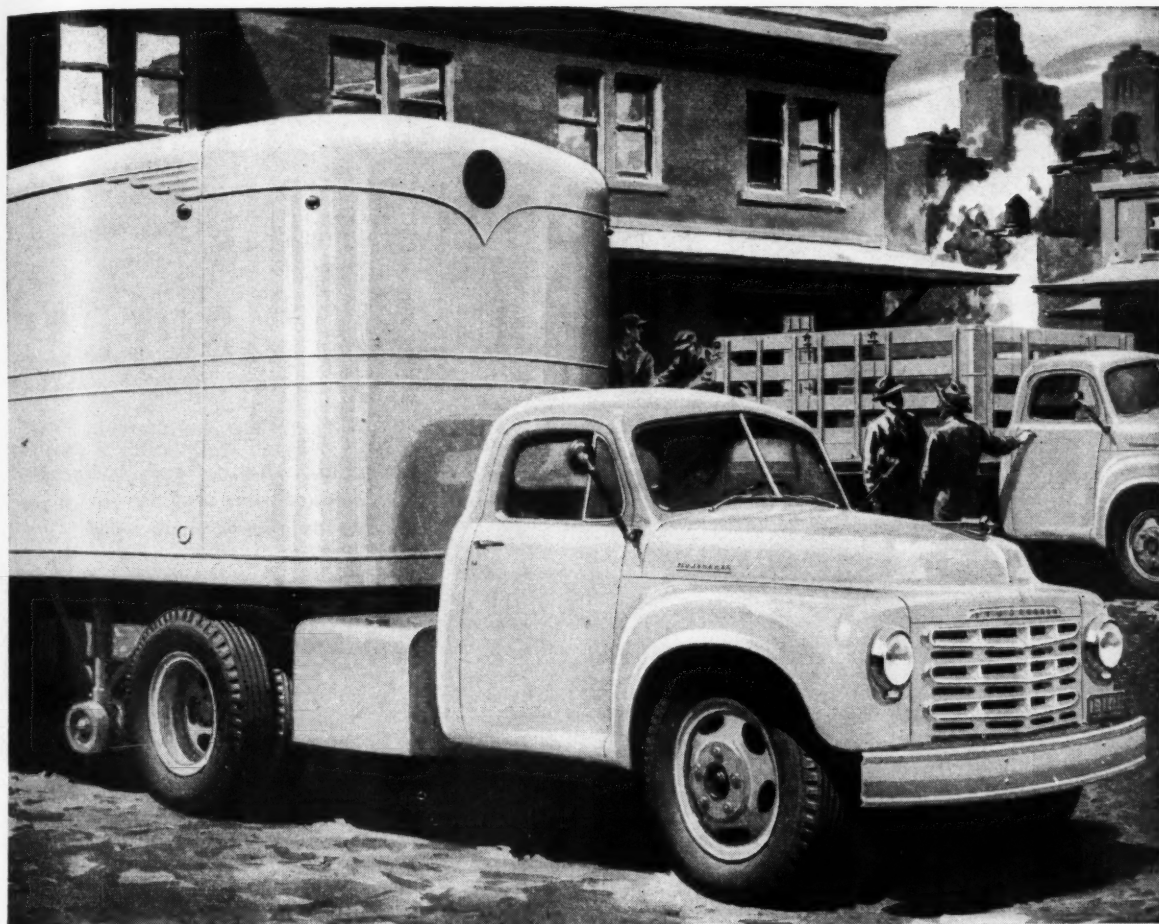
The ICC hearings brought out the fact that while the railroads are trying to get a 13-percent over-all increase, a number of roads are studying ways to reduce rates on vulnerable items (steel, textiles, dairy products, fruits, vegetables, and building materials). There is a feeling in Washington that the 13-percent increase will not be granted, but that the present temporary six percent increase will be made permanent. The unanimous opposition from shippers seems to have impressed the ICC. Moreover, the economic leveling off may have had a profound effect on Commission thinking. The decision will not be made until well into the summer.

Legislation

There appears little likelihood that there will be any vigorous attempt at this time to further socialize the railroads. Nor is there much enthusiasm for the reorganization plans put forth by the Hoover Commission. Among the Commission's proposals is the suggestion that certain executive functions be taken from the ICC and turned over to the Department of Commerce. Otherwise the ICC would be untouched.

Further, the Commission would vest many of the CAB functions in a Bureau of Civil Aviation which also would be established in the Department of Commerce. A similar bureau would be set up to take over some of the duties of the Maritime Commission. Another recommendation is that all civil functions of the U. S. Corps of Engineers be transferred to the Department of Interior. It is doubtful that there will be any action in the near future.

ARNOLD KRUCKMAN



YOU GET *plenty of low-cost power* in a rugged new Studebaker truck!

AN ice company in Illinois—an oil company in Minnesota—

A construction company in New York—a bottling company in Texas—

Thousands of firms, located all over the map, from coast to coast and from border to border—

They're all of one mind about the pulling power, the operating economy, the ruggedness, the reliability, the amazing dollar value of Studebaker's sensational new '49er trucks!

Read for yourself some of this amazing proof of owner-satisfaction. It's all down in black and white in a new booklet, "The Weight of Evidence"—now avail-

able at all Studebaker showrooms.

A Studebaker buying wave is sweeping the whole United States right now—and today's unprecedented demand for the new 1949 Studebaker trucks is one of the reasons!

Stop in at a Studebaker showroom and see for yourself why the new Studebaker trucks are a nationwide sensation—outstanding in improvements you've never seen in any trucks before!

STUDEBAKER TRUCKS

NOTED FOR LOW-COST OPERATION
The Studebaker Corp'n, South Bend 27, Indiana, U.S.A.



Sizes and wheelbases for hundreds of hauling needs! The handsome, husky, 1949 Studebaker trucks are available in 2-ton and 1½-ton models for 9 foot, 12 foot, 14 or 15 foot and 17 or 18 foot bodies. Still other distinctively styled, rugged 1949 Studebakers, with pick-up or stake bodies, come in ½-ton, ¾-ton and 1-ton models.



Film-a-record (microfilming) installation at the Hermitage Yards of Seaboard Air Lines R.R. Typist in background prepares interchange reports of the waybills which are then microfilmed and developed on the spot.

Shutterbugs on the Railroad

The roads are "shooting" at slow-moving records and freight documents—with cameras. Microfilming and other techniques are making for higher paper speeds and accuracy.

By WILLIAM P. SOUTHARD

Photocopy installation showing simple set-up required.



DISTRIBUTION is finding more and more use for the camera. To the task of cutting labor costs, to the job of leveling the great mountains of paper which pile up as a product passes from one distributive phase to another on its way to market, the camera's applicability is being ever more widely recognized. The use of photography as a labor-saver in office and depot has been pioneered by the railroads. Virtually every railroad in the U. S. now uses one or more forms of photography to keep the movement of paper on a par with the movement of freight.

The railroads, perhaps more than any other group, have demonstrated

that the camera is not a piece of office equipment in the sense that the pencil or typewriter is. Cameras, as they are used to speed the distribution of goods by rail, are actually the basis of complete operational techniques or office systems. What is it about photography that is daily leading to new or additional photographic installations in terminals, junctions and way stations of most of the country's railroads? And how do these applications serve as examples, not only of improved methods in the carrier phase of distribution, but as guides to procedures which may be profitably applied elsewhere in the field of distribution?

Let's look at the potentialities and accomplishments of photographic systems in bookkeeping and other paper work control operations, and then at a few case histories of techniques and procedures that are speeding handling, making one document do the work of two or more, cutting error potential and reducing paper work operations all along the line.

The two photographic methods most widely used to handle distribution routines in rail operations are straight photocopying and microfilming. They have many advantages in common; each has certain special features. The use

of microfilm, as an example of the latter, cuts filing space by about 99 percent. It is in copying documents (waybills, shipping receipts, passing reports, etc.) that photographic systems play their chief role. For one thing, they eliminate all possibility of transcription errors. Their speed is limited only by the dexterity of the operator—and dexterity is the chief requirement, since most of the equipment is so simple that training is generally brief and on-the-job. Innumerable tests in photocopying and microfilming show that the systems can handle better than 300 records an hour.

Time studies at yards of the Chicago, Milwaukee, St. Paul & Pacific Railroad, where a number of Dexigraph photocopying cameras are used to speed the handling of waybills, passing reports and other vital records, showed that one man could make six pictures—which required no proof-reading operation—in the same time required to transcribe one line on an ordinary passing report. On the Milwaukee and many other lines, the Dexigraph is used to copy shipping orders at the point of origin, after waybill number, rate and routing have been indicated. The photocopy is retained by the origin sta-

(Continued on page 35)

'Always a Flow of Lubricant' is One Reason
for Long Life and Low Maintenance Cost of

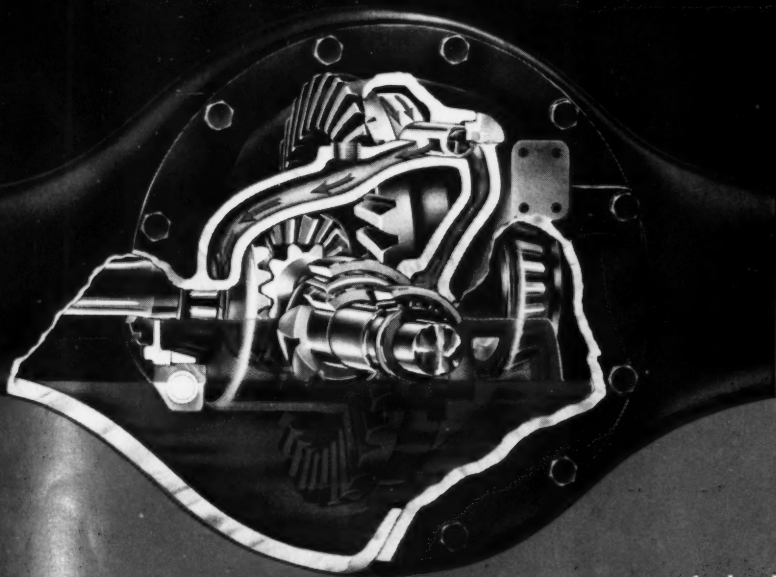
EATON

2-Speed Truck

AXLES

Positive lubrication of all vital parts—even at slowest speeds where gear-tooth loads are often highest—is an important factor in the outstanding long-life and low-maintenance cost record of Eaton 2-Speed Axles. In less than one revolution of the bevel gear, oil begins to flow to all moving parts, and the supply is automatically adjusted to meet the demands of operating speed. This abundant lubrication of all gears and bearings reduces friction and wear with consequent longer axle life and lower upkeep cost. Eaton 2-Speed Axles are available for most trucks of the 1½-ton class and larger. See your truck dealer for complete information.

*More Than a Million
Eaton 2-Speed Axles
in Trucks Today*



Axle Division

EATON MANUFACTURING COMPANY
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OTHER  PRODUCTS

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SPRING LOCK WASHERS • SNAP RINGS • COLD DRAWN WIRE • HEATER-DEFROSTER UNITS • STAMPINGS • LEAF AND COIL SPRINGS • DYNAMATIC DRIVES, BRAKES, AND DYNAMOMETERS

PRODUCTION INCREASED 50%

YALE LOAD KING wire rope electric hoists SAVE TIME AND EFFORT

Farmer's Marine Copper Works had to find a way to get pipe in and out of dies faster. By installing Yale Load King Wire Rope Electric Hoists, they saved time and effort, increased production 50% and cut costs.

The Yale Load King can boost output and save money for you. Made in capacities of $\frac{1}{4}$, $\frac{1}{2}$ and 1 ton, this powerful, quick-acting electric hoist takes all the hard work out of heavy lifting. Fast make-and-break push-button control simplifies "inching" of loads—leaves one hand free to guide the load. The flexible wire rope load line makes nominal side lifts a cinch. Lug type mounting is standard but swivel hook or plain trolley (for parallel or right angle suspension) can be quickly attached.

Get all the facts about this compact, efficient Yale Load King Wire Rope Electric Hoist. Then put it to work, saving time, effort and money for you. See your telephone book for the nearby Yale industrial supply distributor or write to headquarters.

THE YALE & TOWNE MANUFACTURING CO.

Department WL-1, Roosevelt Boulevard
Philadelphia 15, Pa.

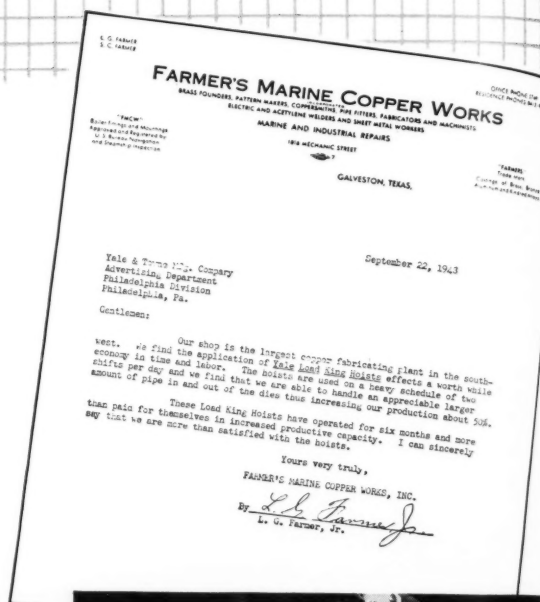


INDUSTRIAL DIAL SCALES

• HOISTS — HAND AND ELECTRIC

• TRUCKS — HAND LIFT AND POWER

DISTRIBUTION AGE



TOOLS THAT KEEP INDUSTRY "ON THE MOVE"

SHUTTERBUGS

(Continued from page 32)

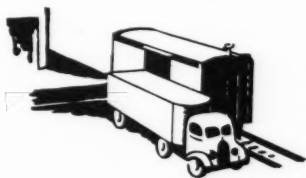
tion and the shipping order is sent in lieu of a waybill.

Photocopying is also used at the point of origin to copy shipping orders covering prepaid shipments. The copy is given to the shipper as a receipted freight bill. Photocopying is used at points of destination to copy waybills covering collect shipments. The copy is presented to the consignee as a collect freight bill. Wherever photocopying equipment is used in these processes, masks may be employed to block out any postings on the originals which are not desired on the prints. Masks also may be used to provide new headings and footings for the original forms, converting them into still another record. For example, in copying a prepaid shipping order to obtain a print that will serve as a prepaid freight bill, you can mask the "shipping order" heading with a form on which is printed the name of the railroad and the designation, "freight bill." Further maskings at the bottom will provide space for extending freight charges, totals, date, signature, etc.

Microfilming, in which the photocopying is reduced to 16-mm film and in which several thousand records can be copied on a single 100-ft. roll, also is used extensively by rail and other carriers. As a system for copying shipping orders at point of origin, after waybill number, rate and routing have been applied, it provides a reference and permanent record for the

origin station or, cut in small strips, it may serve as the forwarding documents. Microfilming becomes a system in itself in what is known as the Film-a-record procedure. Its advantages then extend considerably beyond such factors as the simplification of filing and the saving of filing space.

Viewing the two methods from the economic standpoint, the Film-a-record microfilming system is cheaper and somewhat faster than photocopy for copying waybills, etc. Photocopying, however, has an advantage in that the individual



prints may be sorted primarily by foreign road and secondarily by freight car or waybill number, thus simplifying the preparation of passing and interchange reports.

That the problem of keeping essential paper work moving at a pace to match freight handling speeds is a big one, is shown in a "before and after" look at Film-a-record procedures in connection with Seaboard Air Line Railroad's handling of "red ball" freight shipments (principally perishables). The time required for abstracting from the waybill or red ball en-

velope the data necessary for the preparation of interchange and passing reports was approximately one minute per waybill or envelope. This meant that a minimum of one hour was required to abstract the necessary information on a 60-car train.

On the other hand, the minimum time required, for physical handling of such a train in the yards is approximately eight minutes—from time of arrival until it is ready for delivery to connections. Even in this type of operation a certain amount of paper work has to keep up with the train. Obviously, any method which would reduce the time required for abstracting data, would permit quicker delivery of cars to connections. Microfilming and other methods of photographing were already in operation on the Seaboard. In turning to Film-a-record to close the time gap between the physical handling and the paper work handling of extra rush shipments, there were several obstacles to be overcome. The principal one lay in the time required under ordinary processing procedures to produce a readable record. There was no problem connected with the recording of images: the 60 documents for a typical train could be run through the Film-a-record camera in two or three minutes.

The difficulty, then, was in processing—until there was constructed at Seaboard's yards an on-the-spot developer for a simple processing procedure, whereby pictures of waybills for a 60-car train are ready in less than five minutes from the time the documents are

(Continued on page 53)

COMPTROLLER

Internal Auditor

By Southern New England Class I carrier with extensive furniture-merchandise warehouse and distribution facilities. Position demands man with broad knowledge in general office management and accounting. Must be able to handle a good sized staff and assume many responsibilities now handled by top executives. Should be able to effect economies and get results. This is naturally a permanent position with a future. Established firm, outstanding leader in its field. Pays a good salary with prospects for even more if the man fits the job. Please state age, references and your experience fully.

Box J 100 c/o DISTRIBUTION AGE
100 East 42nd St., New York 17, N. Y.

Eaton Axles

Through an arrangement between Eaton Mfg. Co., Cleveland, and McKinnon Industries, Ltd., Eaton two-speed axle units are now manufactured in St. Catharines, Ontario. Labor and materials are Canadian. The company's two-speed truck axle makes use of rugged planetary gearing to provide both a high and a low speed range in the same unit. This type of axle was used in thousands of military vehicles assembled in Canada during the war. The vehicles went to the British and Canadian armies. A vacuum-powered control unit permits axle shifting by finger-tip movement.

Package Handbook

Board Products Publishing Co., Chicago, has issued a 175-page book, entitled *The Package Engineering Handbook*, which should be of interest to engineers and users of packaging materials. While condensed, it has wide coverage and is profusely illustrated. The book covers related organizations, considers the tools of packaging, and tells how to write package specifications. In addition, it contains a large number of reference tables, and lists numerous sources of information, including such publications as *Distribution Age* and other Chilton magazines. The handbook is printed on good glossy stock and is very readable.

KEYNOTE

(Continued from page 25)

large range of hand operated power tools.

Rail inspection is made easier through use of the *Sperry super-sonic reflectoscope* in Sperry detector cars. These cars ply the rails periodically. Their modern testing equipment is used to check the rails; thus, flaws which could not be detected by visual inspection are quickly located. This process might be described as steel x-raying. Another process, "*magnafluxing*," is used in testing for defects in such critical parts of rolling stock equipment as shafts, axles, and crankpins.

Mechanical weed burners cover the lines on a seasonal schedule. Both *chemical spray* and *flame burner equipment* are employed to destroy the high growth of weeds along the tracks. This maintains proper drainage.

In Union Pacific's railroad yards and shops, mechanization keeps efficiency at a high peak. Recently the road completed construction of new *retarder yards* at such important freight switching points as Pocatello, Idaho, and North Platte, Nebraska. These retarder yards—a modern development of ordinary freight yards—afford examples of efficient mechanization. They have miles of classification tracks; cars are rolled, under retarder equipment control, by gravity over these tracks. These operations are master-controlled by an *electric switch system*. The speed of rolling cars is regulated by *electric-pneumatic braking devices*, which also are master-controlled from the yards' control towers. Mechanization is the keynote in effecting faster freight operation.

Communications systems on the railroad also have been mechanized to a high degree. System-wide *teletype, two-way radio* between train and control station, and inter-communication speakers are widely used in the road's yards, shops and station areas.

The road operates under *centralized traffic control* one of the world's longest continuous stretches of trackage. Through use of an

electronic system of automatic switching control manipulated by dispatchers miles away, train delays are cut down, speed is increased, and both freight and passenger service is expedited. Aided by electronics, dispatchers at control points all along the line are able, through a centralized traffic control operation, to get an accurate picture of the movement of all trains in their territory. Dispatchers' control panels are a moving parade of lights. These lights trace train movements. Simultaneously a graph record is made which draws an ever moving picture of the territory's train activity.

Mechanical equipment in terminals, yards and shops includes everything from huge *power cranes* which can lift the cab of a diesel locomotive from its trucks (to facilitate fast inspection or repair

Interstate Electric's "Seven Steps . . ."

The article "Seven Steps to Economy", which appeared in the March issue of *Distribution Age*, was prepared with the assistance of the Interstate Electric Co., New Orleans. We are happy to call attention once again to a unique approach to warehouse integration through the utilization of materials handling equipment.

work), to small *power jacks* and hand tools. With the advent of the lightweight modern streamliner car, changes were made in maintenance techniques, again involving the use of mechanized equipment. Formerly, in inspection and repair operations, individual cars were raised above the track by hand or by air jacking methods. Now, new *electrically controlled drop pits* have been constructed in the yards. The entire train can be checked, parts can be replaced, etc., while the train remains intact. Complete truck units can be removed and replaced within a few minutes by using these drop pit facilities for undertrack transfer of equipment.

Mechanization also has invaded cleaning operations in terminal yards. Entire trains are run through the "train laundry," consisting of two stations of *clean-*

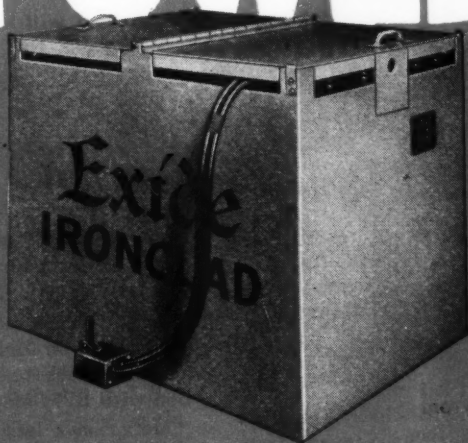
ing mechanisms which thoroughly scrub and rinse the exterior of both power units and cars. The "scrub team" is made up of one large and two small brushes on each side of the track. This speedy scrubbing follows the spray application of cleaning liquid. As the train is moved through the washer station, a second unit, also having one large and two small power brushes on each side in addition to spray rinse equipment, completes the clean-up job. It takes an average of about 30 minutes to "bathe" a standard-length train.

Drop pit mechanical equipment also is used in removing to the wheel shop trucks and wheels requiring further inspection or repair. Cranes transport the wheels to the shops, where *sandblasting* and *Magnaflux* inspection are performed on an assembly line basis.

Freight handling, with its almost limitless problems in pickup, delivery, loading, and unloading, also has become increasingly mechanized. Railroads today utilize *motor truck fleets* for speedy pick-up and delivery to and from freight stations. Operations at railroad freight stations have been streamlined by full utilization of *tractors with trailers*, portable *conveyors*, power jacks and heavy duty cranes. At origin stations shipments are unloaded from street vehicles direct to standard rubber-tired roller bearing trailers of 2,000-lb. capacity. These trailers have two load-support end racks. The trailers, used singly or in trains, have supplanted the two-wheel hand truck operation. *Fork lift trucks* and *pallets* are invaluable factors in efficient railroad operations. Specialized equipment is used wherever necessary to speed freight handling operations. New type *plate glass trucks*, improved *barrel trucks*, and 30-ton *overhead cranes* are a few examples of such equipment.

The road has initiated a loss and damage prevention program, carried on by a staff of container engineers. Freight stations use up-to-date equipment for repairing container failures enroute. Devices for *recoopering*, *steel band strapping machines*, *wire tying machines*, *taping machines* and *adhesive sealing equipment*, are put to use for protection of shipments.

DEPENDABLE POWER



Save TIME...SPACE...MONEY...with Battery Electric Trucks and EXIDE-IRONCLAD BATTERIES

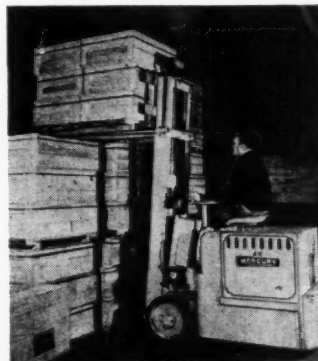
You gain in many ways when your materials are handled the efficient, modern way—in UNIT LOADS by Battery Electric Trucks. Goods move faster and in greater volume. More storage space can be utilized by higher tiering. Handling costs are reduced . . . often as much as 50%. And when the batteries are Exide-Ironclads, you can count on minimum power costs and full shift availability.

EXIDE-IRONCLAD BATTERIES are DIFFERENT . . . in construction . . . in performance. They have ALL FOUR of the characteristics a storage battery must have to assure maximum performance from battery electric industrial trucks—high power ability, high electrical efficiency, ruggedness, and a long life with minimum maintenance. This combination assures years of day-in, day-out service with dependability, safety and economy.

Write for further particulars and FREE copy of Exide-Ironclad Topics, which contains latest developments in materials handling and shows actual case histories.

1888... Dependable Batteries for 61 Years...1949

THE ELECTRIC STORAGE BATTERY COMPANY, Philadelphia 32
Exide Batteries of Canada, Limited, Toronto



MERCURY FORK LIFT TRUCK



MERCURY PLATFORM TRUCK

"Exide-Ironclad" Reg. Trade-mark U.S. Pat. Off.

CLEAN Those Di

It costs money to clean cars. But it costs more to leave them dirty after unloading: time lost, tempers lost, good will lost. Don't leave those cars dirty; clean them up!

By Henry G. Elwell
Traffic Consultant

THE assistant freight trainmaster was phoning the Smith Mfg. Co. "I want to talk to Jim Wayne," he demanded.

A moment later the traffic manager's voice came over the wire. Without waiting to exchange greetings the train man bellowed: "Wayne, this is Bill Cameron. On this morning's drill, 15 empty cars were pulled from your siding. I personally inspected them. They're a mess! Every one of those cars is loaded with debris. What's the big idea? Last week you promised us that your labor gangs would remove all rubbish from the cars set in at your plant for unloading. We agreed that the empty cars deliv-

(Author's Note: Names of persons and company are fictitious.)

ered to you for loading would be clean and we kept our word. But what about you? Where's that cooperation you were talking about at the traffic club?"

After a long pause Wayne replied: "Bill, I'm sorry, but I assure you I issued instructions to have the rubbish and debris taken from every one of those cars after unloading. I honestly don't know what happened. But take my word for it, it won't happen again."

Cameron snorted and hung up. Still red-faced, he complained to his secretary: "I suppose Wayne can't be all over his plant at the same time. But anyway the condition of those cars burns me up. Think of what it'll cost to clean them. And think of the two or three days

they'll be out of service—and shippers clamoring for cars."

A few days later Jack McCormack, free-lance traffic manager, had occasion to call on Jim Wayne. Wayne mentioned the telephone conversation with Bill Cameron.

McCormack laughed. "Yes, Bill was telling me yesterday. He was sure disturbed, but it seems he had pretty good reason."

"Well, anyway," answered Wayne, "there's been no recurrence. Our unloading gangs finally understand a car's not completely unloaded until it's properly cleaned."

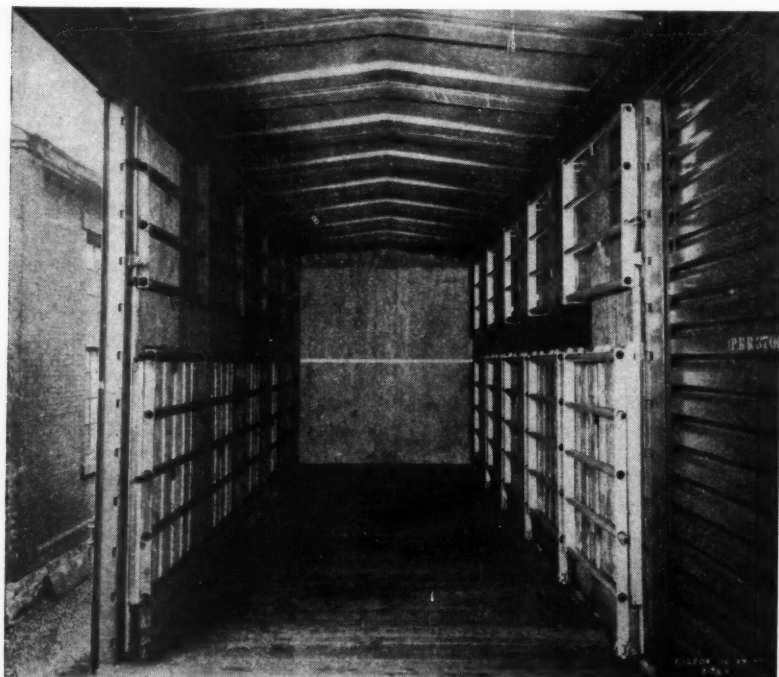
"As I see it," said McCormack, "the problem of cleaning dirty cars, or as you put it—'complete unloading'—is a matter of cooperation among shippers, consignees, and railroads. Of course there's the legal side of the question, but in the long run cooperative action will get better results. And of course education would help."

"Exactly, and that includes the rail carriers. You know, the railroads don't always clean cars before delivering them to shippers for loading."

"Right you are. In other words education and collaboration are needed—plenty of it. I believe the ICC favors such action. In 28 ICC 7 it was stated that it's sometimes the duty of the shipper and sometimes the duty of the carrier to clean a car. . . ."

"Hold on there!" interrupted Wayne. "Are you trying to tell me that a railroad isn't obliged to furnish cars fit for loading?"

"Of course I'm not," McCormack replied. "It's the duty of a road to furnish equipment in suitable condition for the transportation the



Dirty Cars

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carrier wants to perform.¹ If the car furnished is unfit, the shipper should reject it and call for another.² The only trouble is, in times of car shortages he often has to use an unfit car or not ship at all.³ But, by the same token, it's not unreasonable to expect a shipper to sweep a car or do a reasonable amount of cleaning."⁴

"Are you implying that a shipper can be compelled to clean cars placed on its siding by a railroad?"

"By no means," answered McCormack. "A rule requiring a shipper to clean and repair cars is unreasonable.⁵ Nevertheless, a rule requiring the railroads to furnish cars free of debris, oil spots, and protruding nails is justified.⁶ It's the duty of the road to furnish suitable cars, and if unfit or unsafe cars are furnished the railroad is not exempted from liability just because the shipper knew the cars' condition and used them anyway."

"Assume," Wayne remarked, "that a shipper during a period of car shortage is willing to accept dirty cars. Can the shipper charge the railroad for the labor involved in cleaning them? After all, a car doesn't clean itself. I figure it costs us from \$3.75 to \$7.50 a car. And that includes driving in loose nails, pulling nails that some other shipper might have left, and making minor repairs. So cleaning a 10-car train costs at least \$37.50. Our own costs for a 10-car train run as high as \$75. We figure on the basis of \$1.25 an hour for labor—anyway, that's what we have to pay for ordinary labor—and we use a crew of six. It takes about an hour to clean one car and well over a full day to clean ten. This doesn't include the cost of hauling away the rubbish,



Photos, Pennsylvania R.R.

which cost can well equal cleaning costs."

"Well," said McCormack, "if a shipper did accept dirty cars during a car shortage, I'd say that ordinarily he couldn't charge the railroad for the cleaning. Here! I'll quote you from 13 ICC 148: 'When on account of car shortage the carrier was unable to furnish cars for the shipment of hay, but furnished cattle cars with the understanding that the shipper would clean them, there is no liability on the part of such carrier to compensate the shipper for such cleaning.'"

"Would you apply the term 'fit car' merely to the cleaning of cars, or to repairing them as well?" Wayne inquired.

"Naturally the phrase, 'fit car,' refers basically to the physical condition, although a car with a lot of rubbish and debris certainly wouldn't be suitable for loading," McCormack asserted. "The car provided must be one that will convey the commodity safely to its destination under ordinary circumstances." You'll note that an empty

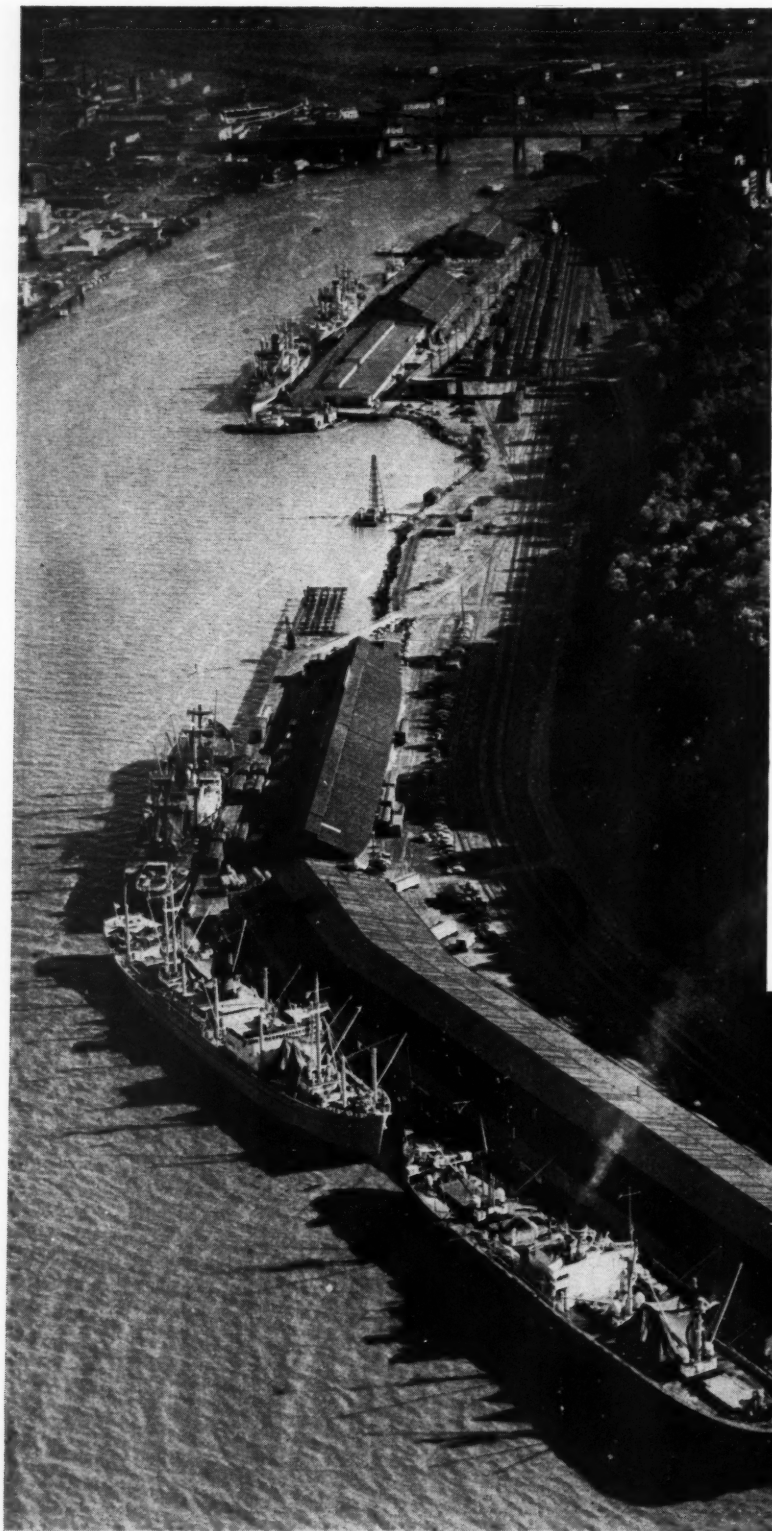
car must be safe as well as clean when tendered by a railroad to a shipper for loading. It's the duty of a carrier to furnish cars able to safely transport traffic which the shipper holds himself out to carry. This duty isn't fulfilled when a carrier furnishes a car requiring repairs."

"Well," commented Wayne, "I'll admit that rail carriers don't usually send cars that need big repairs. But the same can't be said about cars with rubbish. We've had to clean plenty of cars before loading. So we get back to your statement—a program of education would be mighty helpful."

"It would indeed—and that brings up some interesting questions. Why are there so many dirty cars? After all, they result in lost time and extra cost. Is the large or small receiver, or both, responsible? Let's not kid ourselves. In the end—in freight rates, plant costs, or otherwise—you and I are footing the bill.* As for the carriers—Sure; they're cleaning some cars—but not

(Continued on page 49)

PROGRESSIVE PORTS . . . TACOMA



Despite the decline in activity in Pacific ports, partly due to competition from Gulf ports, cities like Tacoma are still going ahead with projects designed to make their port areas "progressive".

TACOMA, on Puget Sound, is a world port; fifty-five steamship lines provide service between Tacoma and the Pacific, Gulf and Atlantic ports of the U. S. More than fifty regular-route motorfreight carriers serve the city. Freight may be shipped to and from virtually any point in the United States and Canada on through bills of lading. There are a sufficient number of specialized irregular-route carriers to handle all possible requirements. Rates are competitive with those of other Pacific Northwest ports. Donald Wallace, Traffic Manager of the Tacoma Chamber of Commerce, informs us that a shipper can save appreciably by shipping through Tacoma.

Contributing to the varied industries of Tacoma are pulp and paper mills, canning and food-processing plants, boatbuilding yards, flour

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MAINTENANCE

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precisely where they will feel it most in the future. Thus, in order to present to the world a better financial status in order to hold up the attractiveness of securities, they may build up a debt in maintenance that will have to be met in the future—unless they end up with very heavy scrapping of trackage.

This is not (it would seem) the way to meet competition or to maintain service. Decreasing costs should mean using more modern materials handling equipment, mechanization (to a larger degree) of work gangs, greater use of lighter metals, more research and more experimentation. This is investing in the future. Other industries are doing it, despite the talk of steel shortages. Thus, summing up, it is not so much the old bugaboo of government control and operation that threatens, but, in the first instance, the threat of impaired operation of the railroads. Certainly, if there is serious deterioration of trackage and equipment, or an increased backlog of necessary work, there will be increased threat of government intervention. But the onus, in such an event, may well be placed on the railroads—even on the plea of changing commodity flow patterns hitting a fixed transportation system such as the railroads.

It appears at this time that such changes as have occurred in the direction of movement of commodities have been more in the way of expansion in the Southwest and West rather than disturbances in older areas. Yet they have occurred, as they are bound to in our economy. This means readjustment and, more important, inventiveness. The proposed conveyor in northern Ohio is an indication of what can be done. The sponsor is a railroad; thus while the development may hit railroad revenue as such, it will increase the income (as it should) of the controlling management.

The fact that railroad revenues decrease does not mean that management will go bankrupt. It is widely known that income from non-railroad functions has been increas-

(Continued on page 45)

MATERIAL HANDLING *News*



Handling costs quickly dropped 50 per cent in the Flint yard of J. P. Burroughs and Son, Inc., when Clark forklift trucks were installed. Even in unexpanded facilities, 33 per cent more materials are handled with ease.



A new warehouse designed for modern materials handling, and Clark electrics to do the work, cut handling costs 30 per cent for Associated Food Stores Cooperative, Inc., in New York. Savings benefited member stores instantly by enabling them to meet or beat competitors' prices.

Think of saving 75 per cent of the time required to unload a big trailer and reload it with fresh goods by the



Clark method! That's the pleasant story told by Cleveland Coca-Cola Bottling Company. Clark machines perform other duties, too, at bottling plants and warehouses.

✓ *Saved!*

50%

for a builders' supply yard

✓ *Saved!*

30%

for a grocery warehouse

✓ *Saved!*

75%

for a bottler

WHAT'S YOURS?

What's yours? How big is your own potential saving attainable through faster production, lower demurrage charges, fewer accidents, less damage and utilizing neglected "air rights" for live, profitable storage?

It costs nothing to find out how big a saving this potent cost-cutting principle can achieve for your business. Just CONSULT CLARK.

Useful reading—write for the current issue of Material Handling News.

CLARK

ELECTRIC AND GAS POWERED
FORK TRUCKS
AND INDUSTRIAL TOWING TRACTORS

INDUSTRIAL TRUCK DIV., CLARK EQUIPMENT COMPANY BATTLE CREEK 11, MICH.
REPRESENTATIVES IN PRINCIPAL CITIES THROUGHOUT THE WORLD
AUTHORIZED CLARK INDUSTRIAL TRUCK PARTS AND SERVICE STATIONS IN STRATEGIC LOCATIONS

NO RESEARCH

(Continued from page 15)

The first problem is that of the rate of return on invested capital and the non-availability of funds for needed improvements in facilities. It is obvious, of course, that if the rate of return on invested capital within the railroad industry could be raised materially, many of the other problems of the industry could be solved with relative ease. I am aware, of course, that there are many so-called "rules of thumb" on the required date of return and that these rules are applied by both the industry and the ICC. If this problem of rate of return and availability of capital is to be solved successfully, an exhaustive investigation must be made as to just what rate of return, and more important, how many dollars, are really required to achieve the necessary improvements in fixed equipment. The study, to have maximum validity, should perhaps be financed and conducted by direct action of Congress. In any event it should be accorded maximum publicity in order to form the basis for development of national policy.

The second major problem of the industry revolves around the level of rates and costs. There is already evidence that the existing level of rates is beginning to price rail transportation out of many markets. In the long run there can be

only two courses of action. One is to increase the level of service at existing rates in order to increase the total volume of traffic. The other is to decrease the costs per unit of producing rail service to shippers on the basis of existing rates. The second course of action, i.e., reducing costs per unit, offers the greatest possibility. Unfortunately, one of the ways in which to reduce costs is to spend money—i.e., spend money in such a manner that more efficient methods may be applied.

One possibility is the development of better operating procedures. The immobility of freight cars during about 21 out of 24 hours of the day must be improved. This figure on car utilization contrasts with the corresponding figures of 12 out of 24 hours in the case of long distance trailer trucks and of 14 out of 24 hours for cargo planes. Shippers are complaining increasingly that rail freight takes too long. Unfortunately, the facts bear out these complaints.

The second possibility for lowering costs is in increased mechanization of loading and unloading operations. In the main, rail freight is now handled in much the same way it was handled prior to 1900. Among possibilities are portable conveyors, monorails, and multiple deck cars.

A third possibility for economic research in the field of costs and cost control involves a determination of the real costs of rail service for given products and geographical areas. There is a constant demand in rate hearings for an adequate formula of cost distribution.

The third major problem of the railroad industry is the diversion of traffic to competing carriers. The only answer to this problem, from the standpoint of rail carriers, is to increase the quality of service offered, especially since there is little immediate prospect for rate decreases. There are several possibilities for research in this general area.

The first possibility involves the increased use of high speed block trains. Such a train can use ad-

vanced equipment (improved draft gears, roller bearing trucks, and tightlock couplers). Special attention can be given to the care and speed of handling in yards and terminals. Fast freight service operated between large centers of population can utilize effectively improved equipment and should be attractive to the customer.

Before the development of the motor vehicle it was generally believed in the railroad industry that the optimum train speed was that which produced the maximum number of ton-miles per hour. This line of thought gave rise to the movement of heavy tonnage at low speeds. Today, two new factors enter the equation, namely, freight revenue, and a requirement for more rapid delivery of goods for shippers. A new balance must be struck. With modern motive power having maximum output at higher speeds, the ton-miles per train hour may be sustained, and perhaps increased, by moving better equipped and more efficient rolling stock at faster speeds.

A second possibility for research involves the extent of lading damage. The cost of such damage each year amounts to over \$100 million, a direct loss to the railroad industry and a deficiency of service to shippers. It has been estimated that the annual cost of preventative packaging borne by shippers of this

(Continued on page 59)

Aluminum Trailer

The Model AA Trailmobile, a new all-aluminum van-type trailer developed by Trailmobile Co., Cincinnati, is reported to weigh about 25 percent less than similar steel-constructed units. The trailer is designed to carry heavy loads. One of the unit's weight-saving features is the Aeroloy wheel, which is cast of the same type alloys that are used in heavy bomber landing wheels to enable them to withstand landing shocks. The wheel is said to be 55 lbs. lighter than the conventional trailer wheel. The Trailmobile interior has been designed with a view toward providing smooth surfaces. The company states that the absence of interior obstructions makes for safe haulage of fragile containers. Rear assembly is heavily reinforced with a deep section having specially designed sub-frame, and rear corners are reinforced with special alloy aluminum castings, heavily ribbed to take abuse. Continuous rub-rails were installed to protect the side walls and understructure.

Truck-Mounted Crane

A new 1/2-yd., 10-ton truck-mounted crane and excavator has been announced by Wayne Crane Division of American Steel Dredge Co., Fort Wayne, Ind. Known as the Model 44 Corsair, the machine travels at truck speeds, swings at 5 1/2 r.p.m. and is convertible to all crane and shovel attachments. The six-wheel tandem-type carrier, built especially for crane mounting, is of 16-in., 45-lb. steel I-beam construction. Outrigger tubes are integral with frame—one pair ahead of front wheels, one pair behind front wheels. It is claimed that this provides maximum rigidity and stability. It is further stated that improved boom clearance and visibility are achieved by an offset, one-man cab and tapered frame ends. Other features include tandem drive, eight- or 10-tire traction and a differential lock for heavy, off-the-road work. An auxiliary transmission provides 10 speeds forward and two reverse. Power is supplied by six-cylinder engine which develops 105 hp. at 3,200 r.p.m.

COCKPIT TELEVISION

LANDING by television may be commonplace in the not too distant future, predicts Loren F. Jones, manager of research and development sales in RCA's Engineering Products Department. Teleran (*Tele-vision-Radio-Air-Navigation*), which RCA already has subjected to extensive preliminary testing, will afford the pilot a pictorial view of the entire air traffic situation.

Thus, as he goes in to land he will have before him not only a panorama of the field below, but a picture of his own plane in relation to the over-all situation. In effect, he will be landing and seeing himself land at one and the same time. As a result, it is claimed, the pilot no longer will think he is in one place when actually he is in another; he will know if he is fast or slow; and he will know the position of other aircraft in the area. A consequence of the latter factor will be the availability of information needed to avoid collisions. The pictures are said to be clear and flickerless even in ordinary daylight.

It is further stated that use of the Teleran system would free pilots from dependence on aural traffic control instructions, approach zone maps, final approach maps, aircraft direction finders, localizer beams, glide path beams, complicated holding courses, and critical altitude stacking instructions.

The system can be used by rigidly scheduled, flexibly scheduled and non-scheduled aircraft employing fixed or moving block methods of traffic control, Mr. Jones claims. Teleran also would be of value during take-offs.

Other pictorial data, including weather maps, can be readily transmitted over the ground-to-air television link, it is reported. Present equipment weighs about 100 lbs.

Ben Kotch, formerly of Milbin Printing Co., has formed Trans-Press, Inc., with offices at 1128 Lexington Ave., New York 21, N. Y.

This new company will specialize in standard forms for the transportation and warehousing industries.

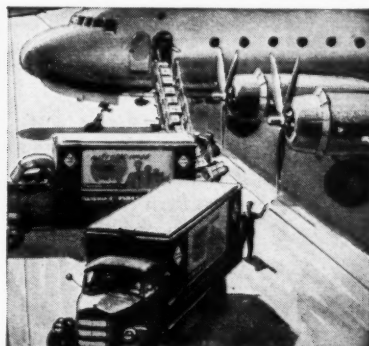
\$5.07 saved a contract ...and a man's business



Special switches were needed to complete an electrical instrument contract. Late delivery of finished items would kill chances of future orders and lay off men. Switches were 1100 miles away, but Air Express delivered the 15-lb. package at 3 A.M. — 8 hours after pick-up. Cost, only \$5.07. Air Express now used regularly. Keeps down inventory, improves customer service by early delivery.



Low as \$5.07 was, remember Air Express rate included door-to-door service, receipt for shipment and more protection. It's the world's fastest shipping service that every business uses with profit.



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17-lb. carton of hearing aids goes 900 miles for \$4.70.
12 lbs. of table delicacies goes 600 miles for \$2.53.

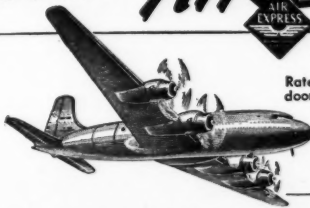
(Same day delivery in both cases if you ship early.)

Only Air Express gives you all these advantages: Special pick-up and delivery at no extra cost. You get a receipt for every shipment and delivery is proved by signature of consignee. One-carrier responsibility. Assured protection, too—valuation coverage up to \$50 without extra charge. Practically no limitation on size or weight. For fast shipping action, phone Air Express Division, Railway Express Agency. And specify "Air Express delivery" on orders.

SPECIFY AIR EXPRESS



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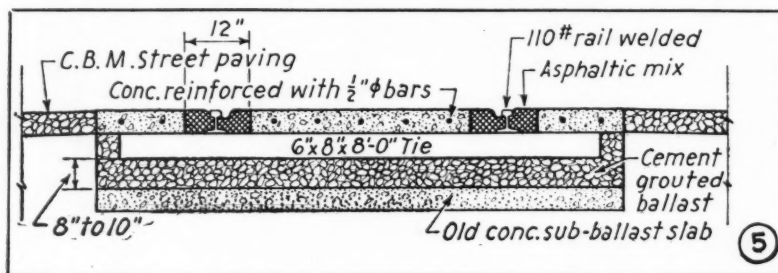


Rates include special pick-up and delivery door to door in principal towns and cities

AIR EXPRESS, A SERVICE OF RAILWAY EXPRESS AGENCY AND THE
SCHEDULED AIRLINES OF THE U.S.

CONSTRUCTION OF SIDINGS AND PLATFORMS

(Continued from page 19)



impossible to use certain locomotives.

As indicated earlier, a curved section approaching as closely as possible a straight line, is the best type. Lack of curves and lower cost make it so. (See Fig. 1.) Note that the direction of the turnout from the main track is important; this, in turn, depends on the available area and on the location of the building.

In the illustration there is an appreciable difference in length of turnout track. Since turnout track for a full 180-deg. turn costs \$2,800 for 456 ft. (\$2,525 for the same track with cinders instead of stone ballast), cutting down about 10 percent in length by use of the second turnout shown would save up to \$280 on first cost, ignoring for the moment the matter of maintenance cost. Also, any type of locomotive could traverse the second type of curve with ease.

There has been a trend toward paving the area adjacent to the track right up to the unloading platform. This area, to accommodate truck-trailers and to provide room for maneuvering, should be as long as the platform and about 50 ft. wide. For best results, mix cement from the following formula; the mix will be rich: 1 cement; 2.25 sand; 3.25 gravel. Water equals 5.75 gals. per sack cement or about 40 gals. per cu. yd. concrete. Provide good base for mix and make slabs 6 in. thick, omitting mesh reinforcement.

The estimated life of this type of area is 30 years, but it would be safer to assume 20. In maintenance, avoid using salt for snow removal.

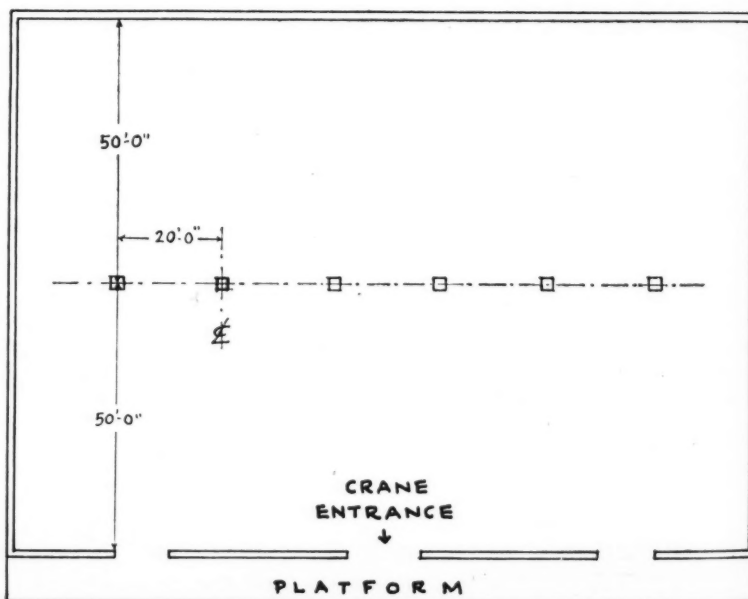
The cost of the area is about seven dollars per sq. yd. To get cu. yd. cost, adjust by the six-inch thickness factor. Figure 2 shows this area in relation to the building. Figure 3, in profile, emphasizes the importance of having a cement ramp close to platform to allow for trucks lacking tailboard height equal to that of a box car. Box cars are 3 ft.-7 in. from the top of rail to door sill. The ramp not only raises the back end of the truck but acts as a retarder, which is often important. Do not make a skimpy ramp; make one with a base broad enough to retain retarding action and assure stability for the truck in maneuvering and stopping.

In considering the areas between

rails, one may find the experience below valuable. On one job, gumwood in the form of 2 x 6's (see Figure 4), were set together and held together with steel. These units could be removed easily. They were cut at a tangent to the grain to increase resistance to wear, were set flush with the tops of the rails, and rested on the ties. It was found that welding did not cause the gumwood to burn; thus, it was possible to use relatively cheap wood. Since the wood units rested on the ties, there was a resilient foundation of fairly uniform height, so that a good level surface was provided for trucks.

Another method is to use reinforced concrete. (See Fig. 5.) Three-quarter to 2½-in. ballast, free from dust and screenings, is used. Concrete pavement is constructed to the top of the rail. The pavement slab is reinforced longitudinally with ½-in. round bars, five between rails and two outside each rail. To insure against pavement separating from base, ½-in. round bars bent into the shape of a V can be placed inverted in the base with point protruding two in.

(Continued on page 52)



MAINTENANCE

(Continued from page 43)

ing in many sections of the country: from trucking, from property, etc. In other words, it should be kept in mind that although the railroad picture is rather unsatisfactory, ownership is not suffering as much as one might think. Just as railroad management entered the highway field some decades ago, it will enter the conveyor field in the future.

Summing up the political and economic factors, it is up to railroad management to look increasingly upon railroad transportation as a service and less as an instrument of policy. In view of our defense requirements the railroads must not be permitted to deteriorate; nor should it be thought that dropping of trackage is a "court of last resort." The railroads (as such) have an important role to play in the future. One evidence of the fact that they intend to play it is the heavy purchase of diesels. Certainly, if railroad management feared imminent government control, or thought that railroading would soon be supplanted by other forms of transportation, there would scarcely be such purchasing of diesels as there is today. Diesels are at least a 20-year proposition. Also, they cut maintenance costs and increase availability, thus also cutting costs. Unquestionably, the big railroad problem today is this: How can costs be cut without the physical status of rail transportation being weakened?

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Wood veneer panels, steel wirebound for strength. Completely enclosed. Protects contents from weather, dirt.

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Materials and workmanship to meet or surpass Government Specifications for domestic or export shipments.

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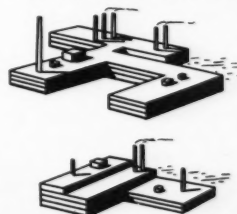
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The nearest thing to shippers' "utopia": the complete box and crate service by American. Backed by 48 years of shipping box engineering and manufacturing, a full line of scientifically constructed boxes and crates have been developed for all your shipments—domestic and export. American is equipped to meet all your specifications; size, shape, appearance, quantity, etc., plus ample protection against severest shipping conditions. Engineered for accuracy—machine-produced for economy. A free-trial packing, with estimate, is yours for the asking. We welcome your inquiry.

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TWO GREAT PLANTS (Est. 1901)
Strategically located for convenient access to all box-making necessities, main plant in Cleveland, O., and branch plant in Marion, S. C., feature most complete, modern facilities.



FOSSILS

(Continued from page 17)

ard, American Car and Foundry and others. New cars—an average of 10,000 a month—now are joining the railroad system.

But bear in mind that as these are put into service others are taken out. During 1945, 1946, and 1947 the net loss was 32,878 cars, an indication that total capacity is decreasing.¹ Last year, for the first time in the post-war period, a net gain was recorded.

The age statistics for freight cars, as of the beginning of last year, are revealed in figures compiled by the American Railway Car Institute (see box). From two points of view these statistics point to an unfortunate situation. First, the total number of cars appears inadequate. There has been considerable debate as to what constitutes an adequate number of freight cars. Possibly Colonel Johnson's figure of two million is correct; perhaps the total should be greater. At any rate, the consensus among shippers holds the present number of cars to be inadequate. Secondly, the age of cars is such that even were production and installation higher, the balance in favor of decrepit cars would be high.

The railroads, aware of their inadequacies, have taken measures. In 1948 they paid out \$920 million for new locomotives, freight cars, and other rolling stock, plus an additional \$300 million for improvements of fixed plant. Additional

¹ Qualified by the fact that many new cars have higher capacities than the old.

outlay is required; the roads protest they cannot afford it. They point to their annual earnings, which in 1948 were $4\frac{1}{4}$ percent—less than that enjoyed by other public utilities (a comparison which is scarcely valid). They point to the "fact" that they have not shared in the post-war expansion of profits. The U. S. Department of Commerce recently noted that "railway net income after taxes in 1947, even with lowered tax rates, was about two-fifths below the average for 1942-44. In contrast, aggregate corporate profits after taxes were 75 percent higher in 1947 than in the war years."

Although the railroads came out of the war with a lighter burden of fixed charges, an improved working capital position, and an improved physical plant, their financial position has deteriorated because of mounting costs and declines in freight and passenger traffic. The rate increases wrested from the ICC (freight rates are now 52 percent higher than in 1939) are, according to railroad spokesmen, insufficient. In spite of these difficulties, these same spokesmen point out, the railroads have managed impressive gains in efficiency. For example, in 1911 the net load per freight train was 784 tons; in 1948 the figure reached the 1,176-ton mark. On the basis of net tons per freight train hour the increase is even more impressive: 7,303 in 1920—18,658 in 1948. The average load per car in 1948 was 33 tons, an

appreciable increase over the 26.9 total in 1929. The amount of fuel consumed in carrying freight declined 11 percent over the past twenty years; mileage traveled per day increased 37 percent; and capacity per freight car reached an all time high of 51.7 tons in 1948.

It is not to detract from the railroads that we note in the past twenty years we have seen equally impressive advances in motor, air, and water carrier services, as well as in passenger vehicles, home sewing machines, baby carriages—in fact in almost everything connected with modern living. Evidently the improvements on railroads have been held back by the weight of antiquated equipment already written off the books.

The American railroads seem to forget that they are operating in conjunction with progressive industry. In the past twenty years, while the railroads were reducing fuel consumption by 11 percent, far more impressive reductions were made in motor vehicle, aircraft, and boat power plants. The fact that freight train speeds of 16 m.p.h. are 4.5 m.p.h. faster than in 1921 hardly calls for jubilation in an age of supersonic flight, jet propulsion, and of motor vehicles whose speeds nudge the 100-m.p.h. mark. A few generations back these gains would have been impressive; but set in a modern frame, the picture of railroad progress leaves much to be desired. In this connection the 1948 ICC Report comments gently that "a thorough searching out of better ways of doing the lesser things which constitute a railroad's day's

(Continued on page 58)

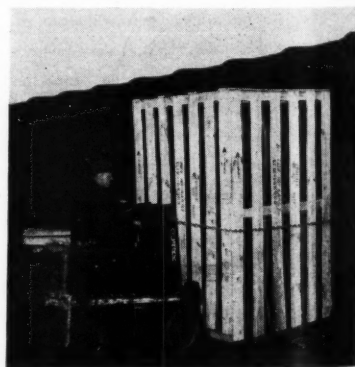
Streamling Freight Handling



New York Central has increased station capacity through use of materials handling equipment. One item which has proved of high value is the self-propelled load-carrying truck, several dozen of which are employed at the Utica, N. Y., yard alone. Other equipment purchased includes fork trucks, cranes and tractors.

The photo at left shows a crane truck taking a bundle of pipe from a box car. This Yale crane handles heavy l.c.l. items. At right, a Clark fork lift truck backs a heavy load out of a freight car. New York Central has over 70 fork lifts.

The Central has a traveling car equipped with slides, sketches and movies. Classes are held wherever freight-handling education is needed.



EQUALIZATION

(Continued from page 28)

While the smallest percentage increases were generally in those items with the biggest volume, the fertilizer and paper categories (important in the South) showed remarkable expansion. The fertilizer demand stems from improved agricultural practices; paper and paper product growth stems from the developing paper and board technology of the South, a technology based on kraft production.

The question whether shippers in the South are at an over-all disadvantage when shipping north (whether or not they are at a disadvantage in shipping certain scattered items) has another important angle. Suppose that a raw material like cotton is shipped north for conversion into cloth. Several processes are involved in the manufacture (production of yarn, weaving, combing, dyeing, finishing, etc.) and at each step an additional processor makes his profit and adds his cost. Obviously, if the base (raw cotton plus railroad costs) were to change by five percent, the cost of the finished product would be affected by far more than five percent. The reason is that at each stage the markup generally is based on a percentage rather than on a fixed sum. The bigger the base cost, then, the far bigger the end price of the finished goods.

In other words, the *cheaper* the cost of transportation of bulk, raw commodities, the far *cheaper* the final price. This does not mean that it is not advantageous to have lower "class" rates for finished goods. But the advantage of low rates on raw materials subject to further processing and to a series of sales and purchases is obvious. Here, then, is another reason why rate differentiation exists and is in some degree advantageous to final consumers.

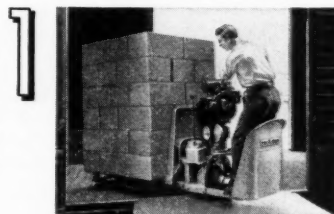
3. Companies differ in size and in the number of units they produce per day, per month or per year. They differ in ability—in the amount of integration of such functions as traffic management

(Continued on page 61)

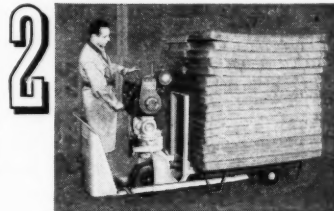
1 truck-man CUTS COSTS IN 2...3 MODELS DO 4 OUT OF 5 JOBS!

Cut your handling costs with Truck-Man! Owners say: "Replaces two or more men . . . pays for itself!" Each designed 'round famous Power Turret. Untrained workers operate easily. Rugged construction . . . carries up to 3,500 pounds. Truck-Man working for you means . . . time saved . . . more material moved . . . satisfied employees. "Ask any operator!"

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CLASSIFICATION

(Continued from page 21)

placing one higher-rated item into a box with low-rated items, thus requiring payment of the high rate on all items in the box. In this connection, the following rules of the rail and motor carrier Classifications govern:

"Rule 12 of the Consolidated Freight Classification: LESS CARLOAD SHIPMENTS, STRAIGHT OR MIXED Unless otherwise provided and subject to minimum charges provided in Rules 13 and 29:

"Section 3. The charge for a package containing articles classed or rated differently shall be at the rating or rate provided for the highest classed or rated article in the package and on shipments subject to CL rating or rate, the highest CL minimum weight provided for any article in the package will apply. All the articles need not be specified on shipping order or bill of lading, but on LCL shipments only one of the articles taking the highest rating or rate, and on CL shipments one of the articles taking highest rating or rate, and one of the articles taking highest CL minimum weight; in such instances the following notation must also appear on shipping order and bill of lading: 'And other articles classified or rated the same or lower.'"

"Rule 11 of the National Motor Freight Classification: The charge on a package containing freight of more than one class shall be at the rating provided for the highest classed article in the package, and on shipments subject to volume ratings, the minimum weight will be the highest minimum weight provided for any article in the package, except as otherwise provided herein."

Any concern shipping a great variety of items may find that several of the items will be subject to the same classification description. In this case it will be desirable to list, alphabetically, all trade names and show a key number opposite each trade name, which refers to

a second section that contains the proper classification descriptions by key number. Actually, this plan is preferred under almost any set of circumstances and is the only one recommended by the author. Some industrial traffic managers have inferred that this is too great a task because of the many hundreds of items involved such as piece parts, etc. The answer is that the larger the list, the more the need for good classification control. The author has been associated with the completion of company classification publications containing many thousands of separate trade names; big undertakings that consumed many

About the Author

The April issue of *Distribution Age*, page 48, carried a reference to Richard C. Colton's book, *Practical Handbook of Industrial Traffic Management*. The publisher is Funk & Wagnalls Co., N. Y. Mr. Colton is general traffic manager, RCA Victor Division, Radio Corp. of America.

man hours. Once such publications are finished, however, comparatively little effort is required to keep them up to date, and they constitute invaluable tools with which to accomplish one of the most difficult of the traffic manager's responsibilities.

An example of how the "trade name" index might appear is as follows:

ARTICLE	KEY
Holders, drill	12

Below is an example of Part 2, or the classification descriptions (to be placed on bills of lading), by key numbers.

KEY NO.

12

BILL-OF-LADING DESCRIPTION

Mechanics Hands Tools, NOIBN

If the need is present Part 2 can be amplified considerably as follows:

Key No.	Bill-of-Lading Description	Packing	Less Carload Ratings	Minimum Weight	Carload Ratings
12	Mechanics Hand Tools, NOIBN	In barrels or boxes . . .	3	30,000	4

The reader is not expected to carry away the impression that a traffic manager need not concern himself with the proper classification of inbound shipments. Many concerns from whom materials are purchased will be guilty, at least periodically, of misclassification. The traffic manager of the receiving company, therefore should review carefully all inbound freight bills not only for verification of freight rates but also for verification of the proper classification description. Errors detected should be called to the attention of the shipper to prevent repetition. It may be desirable to request new, corrected bills of lading on shipments already forwarded to obtain the correct basis for assessment of carrier charges. This may result in either filing claims for overcharges or asking the carrier for balance due bills.

Analyzing ratings currently employed should be a continuing obligation. This should be done not only from the viewpoint of checking the actual descriptions shown on bills of lading, but also to determine that the ratings applicable in connection with the classification descriptions are fair and non-discriminatory. There will be times when it is extremely difficult to determine just which description is correct. As a matter of fact, the rail and truck classifications do not provide a specific classification description for each and every article that may be shipped. Consequently, some items must be classed in the "NOIBN"* category and others in the "analogy" category. In other words, if there is no specific classification description to cover the item to be described, the

* Not otherwise indexed by name.

(Continued on page 51)

CLEAN THOSE DIRTY CARS

(Continued from page 39)

enough. This job has to be tackled with all available resources."

"In my opinion," Wayne argued, "the blame lies with both the large and small receivers and the railroads. Joint action is the only way to correct the situation."

"Fortunately," McCormack added, "a plan is being developed. The railroads have brought the matter to the attention of the Shippers Advisory Boards and the boards are working closely with the rail carriers to convince shippers that complete unloading of cars includes removal of rubbish and debris."

"Good!" exclaimed Wayne. "But human nature being what it is, that means a long drawn-out appeal to reason."

"Not necessarily. Remember, lots of shippers don't know what's been going on and what can be done. I know from experience that once they're told about dirty cars, and their responsibility for cleaning them and thus increasing car avail-

ability, they're quick to do something about it. Most of the shippers want to cooperate; the trouble is many of them just don't know. I'll admit that the worst offenders have been the smaller shippers: they often let cars stay dirty to save money. Why? Because often they don't have stand-by crews to do odd jobs. The small shipper might have to go out and hire a crew especially for the job. So he passes the buck."

"How are the advisory boards correcting the situation?" asked Wayne.

"The boards will work partly through Chambers of Commerce, thus getting at the shippers and educating them on the importance of cleanliness and cooperation. The boards will also act directly with railroads. After all, it's for the good of both parties. Theoretically there's a three-day loss when cars have to be pulled out for cleaning. While it may be less for the shippers, it's actually three days for the

railroads. And that means that each such car is out of service that long. Sometimes it's even longer, as when a "drill" service (a locomotive and crew of four or more) come on the job early and find that they can't get to work because the cars haven't been cleaned by the shipper. When there's a severe car shortage it hits the shipper that much harder. Why? Because then he has to take any cars offered to him—clean or dirty—and he's happy to get them. If his merchandise is damaged he should do some heavy thinking before he blames the railroads."

"I guess I can sum up the whole thing, Jack," said Wayne with a smile. "It's hang together, or hang separately."

EXPLANATION OF REFERENCE MARKS

Numbered symbols used in this article refer to citations from court cases or to ICC decisions as indicated.

¹ See 26 ICC 245.

² See 21 ICC 539.

³ See 48 ICC 530.

⁴ See 34 ICC 60.

⁵ See 5 ICC 57.

⁶ See 123 ICC 442.

⁷ See 90 Fed. 467.

⁸ See 21 ICC 539.

⁹ See 34 ICC 60.

* From a statement by G. W. Brundage, chairman, car efficiency committee, before Allegheny Advisory Board.

VARIABLE in construction CONSISTENT in quality



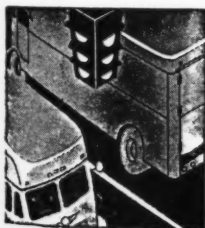
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Our sales engineers are equipped to help you apply Gerstenslager body-building experience to obtain maximum hauling efficiency with minimum maintenance expense.



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Proposed Warehouse Forms

As reported in the March issue of DISTRIBUTION AGE the Warehousing Documentation and Office Procedures Committee of the Merchandise Division, American Warehousemen's Association, is drawing up warehousing forms which it is hoped will standardize procedures throughout the industry. A few of the forms already drawn up are illustrated here. Many more are to follow. It is the belief of the association and of the committee, which is under the chairmanship of Phil Milstein, president of Bankers Warehouse Co., Denver, that the adoption of standardized forms not only will simplify warehousing procedures, but will result in marked cost reductions for the entire industry. The committee, in session at various times in Chicago, includes O. A. Gottschalk, Bill Weaver and R. H. Lumppp.

The image displays a collection of proposed warehouse forms from the American Warehouse Company, 2121 American Avenue, America. The forms include:

- STOCK REPORT**: A form for reporting stock levels, including fields for Period From, To, and 194.
- INVOICE**: A form for invoicing goods, including fields for Invoice No., Date, and Terms (Net Cash).
- RATE QUOTATION**: A form for quoting rates, including fields for Rate, Quantity, and Date.
- STOCK DELIVERY NOTICE**: A form for notifying the delivery of stock, including fields for Stock No., Date, and Quantity.
- UNIFORM STRAIGHT BILL OF LADING**: A form for lading, including fields for Shipper, Consignee, and Date.
- WAREHOUSE DELIVERY ORDER**: A form for delivery orders, including fields for Warehouse No., Date, and Quantity.
- OVER, SHORT, and DAMAGE REPORT - NOTICE OF OBJECTION**: A form for reporting over, short, and damage, including fields for Warehouse No., Date, and Quantity.
- STOCK RECEIPT**: A form for receiving stock, including fields for Stock No., Date, and Quantity.
- INVOICE DUPLICATE**: A duplicate form for invoicing goods.
- INVOICE ORIGINAL**: An original form for invoicing goods.
- INVOICE POSTING COPY**: A copy of the invoice for posting.
- STOCK ACCOUNT OF**: A form for accounting for stock, including fields for Stock No., Date, and Quantity.
- STOCK RECEIPT**: A form for receiving stock, including fields for Stock No., Date, and Quantity.
- STOCK DELIVERY NOTICE**: A form for notifying the delivery of stock, including fields for Stock No., Date, and Quantity.
- UNIFORM STRAIGHT BILL OF LADING**: A form for lading, including fields for Shipper, Consignee, and Date.
- WAREHOUSE DELIVERY ORDER**: A form for delivery orders, including fields for Warehouse No., Date, and Quantity.
- OVER, SHORT, and DAMAGE REPORT - NOTICE OF OBJECTION**: A form for reporting over, short, and damage, including fields for Warehouse No., Date, and Quantity.
- STOCK RECEIPT**: A form for receiving stock, including fields for Stock No., Date, and Quantity.
- STOCK DELIVERY NOTICE**: A form for notifying the delivery of stock, including fields for Stock No., Date, and Quantity.
- UNIFORM STRAIGHT BILL OF LADING**: A form for lading, including fields for Shipper, Consignee, and Date.
- WAREHOUSE DELIVERY ORDER**: A form for delivery orders, including fields for Warehouse No., Date, and Quantity.
- OVER, SHORT, and DAMAGE REPORT - NOTICE OF OBJECTION**: A form for reporting over, short, and damage, including fields for Warehouse No., Date, and Quantity.

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CLASSIFICATION

(Continued from page 48)

following procedure should be followed:

1. Classify in the "NOIBN" category, an example of which is, "Electrical Appliances NOIBN."
2. If neither a specific nor an "NOIBN" description provides the answer, classify "by analogy," which means use of the closest description available. "By analogy," however, is not a shipper's prerogative. Although the shipper may suggest to the carriers the analogy considered proper, the carriers reserve the right and privilege of applying the classification provided for articles which in the judgment of the carriers are analogous. This is indicated in the governing classification rules (see below).

In connection with the above, the rules of the rail and motor carrier classifications which govern are as follows:

"Rule 17 of the Consolidated

Freight Classification: CLASSIFICATION BY ANALOGY.

When articles not specifically provided for, nor embraced in the classification as articles "NOIBN," are offered for transportation, carriers will apply the classification provided for articles which, in their judgment, are analogous; in such cases agents must report facts to proper officer of Freight Department in order that rating applied may be verified and necessary classification provided. This rule will not apply in Exceptions to the Classification or in commodity tariffs."

"Rule 14 of the National Motor Freight Classification Sec. 1. The rating for any article not provided for, either by its specific name or embraced in an NOI item, shall be the rating provided in this classification or supplements thereto for an article which, in the carrier's judg-

ment, is the most closely analogous. In such cases, facts must be reported to the Chairman of the National Classification Board through the traffic officer of the carrier in order that the establishment of specific provisions may be considered. This rule will not apply in connection with ratings or rates published in exceptions to this classification or in commodity tariffs."

There will be times when neither "NOIBN" descriptions nor "by analogy" descriptions appear to be correct. When such an article is encountered, it should be referred to a member of one of the Consolidated Freight Classification Committees for rail and to a member of the National Classification Board for truck. These Committees are ready and willing to give advice as to what is the proper bill-of-lading description for any article whatsoever. In referring an item to one of the Committees, it is well to provide all possible dimensions, weights, values, etc.

This article will be continued next month.

DARNELL CASTERS & E-Z ROLL WHEELS

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Floors, Equipment
and Time by using
DARNELL Casters
and Wheels... Always dependable,

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LONG BEACH 4, CALIFORNIA 36 N. CLINTON CHICAGO 6, ILL.

SIDINGS AND PLATFORMS

(Continued from page 44)

above the top of the ties. The longitudinal bars are placed through these points. To facilitate later renewal of rails, a slot 12 in. wide can be provided. Spaces between the rails and the pavement are filled with a hot mix asphalt.

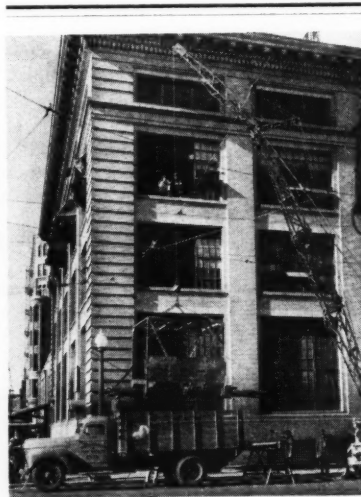
5. The platform should be uniform in height and run the length of the building on the rail side. Since this platform will be used for trucks and should be considered as supplementary in this respect (because at times you may find a conflict between trucks and rail cars), the platform may be continued along the adjacent side. It should be 3 ft.-7 in. high and rest on piers set 10 ft. apart. Depth (width) should be at least eight feet and preferably 10 ft. to accommodate all types of materials handling equipment, whether hand or other. The platform should be six inches thick and reinforced with mesh. An overhang is essential to protect the platform from snow or rain, and should extend only to the edge of the platform. This overhang may be a cantilever type. It should be covered with transite (asbestos cement) or a similar material. Use of columns is thus avoided and a clear work space is provided.

The problem of damage to the platform edge is a common one. Experiments were made with a metal curb, but the curb tended to work loose. Also, injury to the platform which led in many cases to cracking or chipping at the edge, often started several inches inside the edge of the platform. It was found that the best solution is to round the edge of the platform while the cement is setting. This eliminates the labor and material costs involved in the installation of metal curves, and lengthens the life of the platform. If pitting occurs anywhere on the platform, quickly fill with a good filling mixture. If this is neglected, water will penetrate into little air cells in the concrete and expand during freezes, eventually breaking up the platform.

The platform, if properly protected and cared for, should last at

least 30 years. Since the total cost (including piling) is about \$3.50 per sq. ft., total cost for a 100-ft. length is \$2,800 (calculated on the basis of an eight-ft. width). This, by the way, is the same whether for a single-story or for a multiple-story warehouse; any differences between platforms would result from personal preference of the owner of the building; he might prefer a heavier platform, or one with a 10-ft. width. In the latter case, the cost would be \$3,200 (approx., at current labor costs in Philadelphia). One additional fact: while box cars are 3 ft.-7 in. from rail top to door sill, other car heights vary.

6. Locations and dimensions of entrances are important. With but one exception, they should be 12 ft.



The *Dallas Morning News*, oldest paper in that growing Texas city, moved to its new home, a modern, complete structure. But it wasn't as simple as it sounds—the moving job took months! The reason? The paper had to keep right on printing the whole time. Such a requirement meant careful planning, careful moving, careful storing—and setting the machinery even while construction was going on.

The company which handled the job was Dallas Transfer and Terminal Warehouse Co. The above photo shows a crane lowering a four-ton cylinder press onto one of the company's trucks. Note that the presence of overhead traffic wires presented a problem. The job was completed in early March, 2.5 years after start of construction of the new building. During this period publication went on without interruption.

high and 10 ft. wide. Raise-type doors should be used. To permit passage of a crane, the larger entrance, centered along the platform side of the building, should be from 14 to 16 ft. high and 12 ft. wide. This entrance also will facilitate car spotting. The smaller entrances should be centered on 40-ft. bays. (See Fig. 6.) Note pillars centered every 20 ft. Note also the locations of the usual entrances.

The shape of the building too often is governed by conventional ideas. Why build an oblong—particularly an elongated one—in every case? It is emphasized that for maximum economy in building materials a square is best. The smaller the departure from this, the lower will be construction costs. Because of plot width and depth limitations, any saving on cost of land per front ft. may be more than lost by labor-material costs in construction. Also, the nearer the shape of the building approaches that of a square, the more room there will be at the rear for outside storage and for other outside operations.

7. Total costs for siding, paving and platform (excluding grading for siding) is approximately as follows:

(excludes platform cover and special paving between track)	
180 deg. turnout,	
#8, stone ballast,	
130-lb. rail used	\$2,800
500-ft. straight	
track, 130-lb. rail	5,000
50-ft. x 100-ft. paving	3,885
Platform, 8 ft. x	
100 ft.	2,800

Total\$14,485

Adjust by shorter turnout and by labor cost differentials in your area as well as by use of cinder instead of stone ballast. As an estimate, it is safe to say that total cost for a warehouse of this capacity, with extras and savings here and there, will be easily \$16,000. If this seems excessive, consider the depreciation aspects; the fact that such excellent facilities will endure well into the future; and that efficiency is put at a premium.

SHUTTERBUGS

(Continued from page 35)

available to the yard's clerical force.

Before the widespread installation of photocopying or microfilming equipment, the cost of handling the paper work on l.c.l. shipments exceeded all other items of rail handling expense. The Chicago & North Western Railway makes extensive use of the microfilming system. Here are some of the advantages that have been noted:

- 1) They have been able to discontinue daily issuance of some 2,000 waybills for l.c.l. freight to destination points. Resultant savings in payroll, cost of billing equipment, forms, carbon paper, binders, etc., has been substantial.
- 2) There has been a marked reduction in the space required for storing records.
- 3) Errors attributable to the transcribing of information from shipping tickets to waybills have been eliminated.
- 4) They are now able, economi-

cally and early, to put correct information in the hands of destination agents, particularly as it applies to Shipper's Order Notice and C.O.D. shipments; shippers' instructions as to pick-up and delivery service, correct descriptions of packages and contents (in shippers' own terms); shippers' invoice and package numbers; as well as consignees' order numbers, etc.

5) Payroll savings directly traceable to reductions in paper work amounted to more than \$1,000 a month (at two yard installations where close cost studies were made after the Film-a-record installations were in full operation).

The Chicago, Milwaukee & St. Paul, through use of Dexigraph photocopying methods, has eliminated preparation of waybills for local l.c.l. shipments. Now a photocopy is made of the shipping order and the order accompanies the shipment to its destination. The photocopy is retained at the point

of origin. Similarly, photocopying has eliminated the customary *fan-fold* billing operation on local l.c.l. shipments. This also means elimination of tedious proof-reading operations. In addition to handling all local l.c.l., the cameras copy all passing waybills covering cars on which the Milwaukee is the intermediate carrier. A photocopy of each waybill is furnished the accounting department so that it can readily check the delivering lines for settlement. It is thus possible to have an early estimate of earnings, and to insure proper settlement of each carrier's portion of the charges.

The newest application of the microfilming system, one which illustrates the time-saving factors of handling paper work in connection with *red ball* shipments, has enabled the Richmond, Fredericksburg & Potomac Railroad to handle "icing-station" operations in a fraction of the time required before installation of the system. The road handles as many as 128 cars at a time in one yard. Railroads
(Continued on page 57)

ESCORT TRUCKS

go right up the steps

ON THE FAMOUS CATERPILLAR TREAD

S-2-S

A-2-S-M

The Old Reliable Hardwood ESCORT

This crawling action lets the ESCORT roll up and down steps and curbs without slipping, jarring or bumping. It eliminates lifting . . . gets more work done every day. On level surfaces the ESCORT rolls easily on the two rubber-tired wheels.

The S-2-S (top) is available in steel or aluminum and will handle 1200 pounds and 800 pounds respectively. The A-2-S-M (bottom) can be used in the regular fashion. On level surfaces the swivel wheel is dropped for use. The heaviest load can be moved without weight on operator. Available in both steel and aluminum.

Write for descriptive folder and prices.

STEVENS APPLIANCE TRUCK CO.
P.O. Box 897
Augusta, Ga.

All ESCORT trucks are sold on a money back guarantee. If not satisfied after fair trial, return for refund of full purchase price.



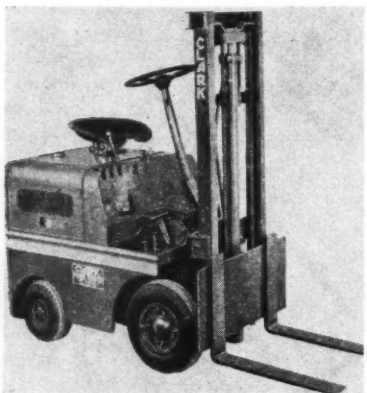
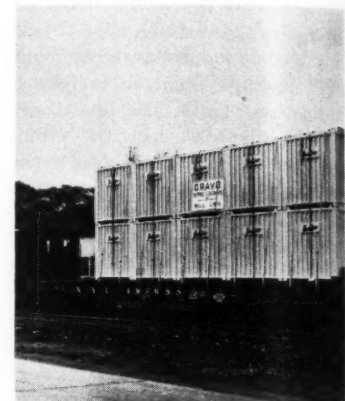
(Left) A unit of 13 window frames is lifted onto a highway truck by fork truck manufactured by Yale & Towne Mfg. Co., Philadelphia. Builders, contractors, hardware dealers, metal fabricators and building supply dealers, the firm claims, can decrease loading-unloading time and reduce work hours by using such equipment in their operations.

(Right) Market Forge Co., Everett, Mass., introduces its tank mounted load carrier. The 275-gal. tank, which is set on the company's standard load carrier truck, is aluminum and designed to handle chemicals and liquids which do not affect or are not affected by this metal. For some uses, a steel tank can be substituted.



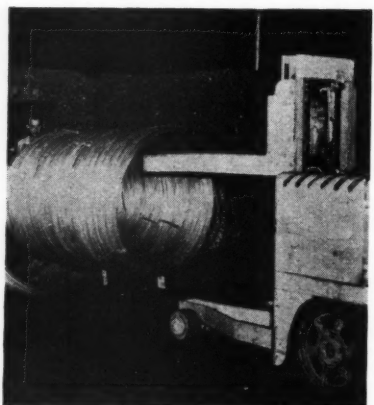
(Left) This combination coil holder and strap cutter, adjustable for $\frac{3}{4}$, $1\frac{1}{4}$ and 2-in. heavy duty strap, is a recent addition to the strapping line put out by Brinard Steel Co., Warren, Ohio. The holder will adjust for two coils of $\frac{3}{4}$, $1\frac{1}{4}$ or 2-in. strap, or for any combination of these sizes. Two blades cut one or two straps at once.

(Right) A double layer of Dravo containers, Dravo Corp., Pittsburgh, is moved by flat car. Note how legs of top containers fit into grooves in the containers below. The two containers forming a unit are banded together to prevent shifting, and the unit itself is fastened down with two bands which are anchored to the sides of the car.



(Left) Flowing lines and a number of chassis improvements are said to feature the redesigned "Trucloader," 1,000-lb.-capacity fork truck put out by Clark Equipment Co., Battle Creek, Mich. The gas tank is now attached to the rear of the frame, while the steering column has been moved forward to provide more leg room.

(Right) Designed by Ernst Drumobile Division, Brantwood Products, Inc., Buffalo, the Drumobile is said to lift, transport and release any type of steel drum, wood barrel or cylindrical fibre container with no manual handling whatever. Model 800 Series now available is for loads up to 850 lbs. in 50 to 60-gal. sizes.



(Left) Coiled wire has been easy to handle at the Chattanooga, Tenn., plant of Southern Electrical Corp., since plant engineers fitted up the company's electric high-lift platform trucks with a 10-ft length of railroad T-rail. One end has a lug that fits into a socket welded to the back-plate of the truck's platform.

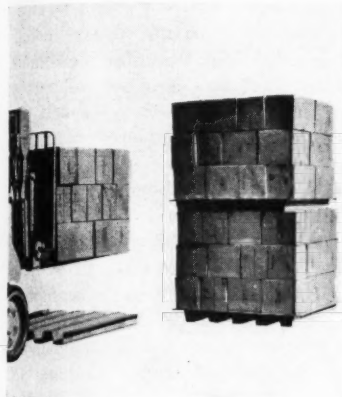
(Right) A new self-dumping trailer not requiring cranking, cable or hydraulic system, or help from the pulling unit's power take-off, is announced by Hotchkiss Steel Products Co., Bradford, Ill. Designed for use with truck, tractor, etc., the Tri-Tralor utilizes a telescopic shock-absorbing "tongue" to lift load to dumping or spreading position.



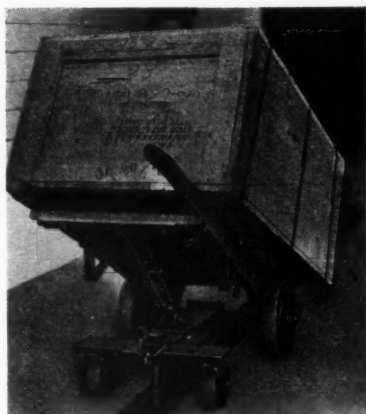
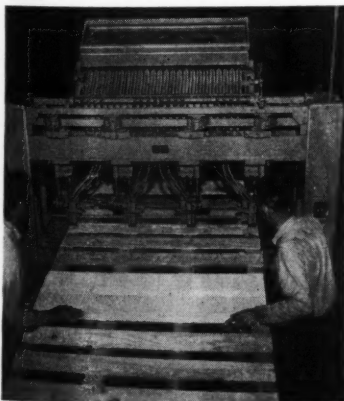
(Right) "T. B. Webb conveyor below the is bolted wheel truck can be u trucks are ments anism, w Trucks ar dropped dogs" al moving t when the that the entire are points, e engaged not requ down in

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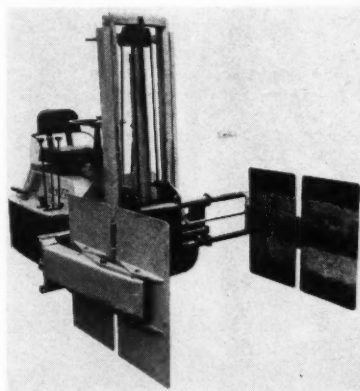
(Right) "Towveyor," manufactured by Jervis B. Webb Co., Detroit, is a continuous chain conveyor whose chain runs in a steel slot below the floor. A simple towing pin device is bolted to the end of a standard four-wheel truck or trailer. A two-wheel truck can be used with a dolly. Standard shop trucks are recommended; no special attachments are needed except the pin mechanism, which is said to be easily applied. Trucks are set in motion when the pin is dropped into the slot. One of the "pusher dogs" along the chain engages the pin, moving the truck. The truck is disengaged when the pin is lifted. The company reports that the chain can be looped around an entire area, taking in freight docks, check points, etc. Trucks can be engaged or disengaged at any point. Preset stations are not required. Loads can be towed up or down inclines.



(Right) Non-palletized merchandise in paper-board cartons can be handled by lift truck through use of a carton clamp developed by Hyster Co., Portland, Ore. The clamp is one of several optional devices for the hydraulic-controlled Hyster Load-Grab, an attachment which squeeze-grips with just enough side pressure to lift non-palletized loads. The tines of the carton clamp can be opened to a maximum spread of 59 in.; they can be closed to a minimum of 14. The company states that abrasive strips on the metal plates prevent slipping of the load. The device is designed to handle efficiently a capacity of 1,700 lbs. in conjunction with the company's "20" lift truck. Other optional devices which can be used with the Load-Grab are box-handling arms, drum-handling tines, rubber-faced arms, and conventional fork arms.

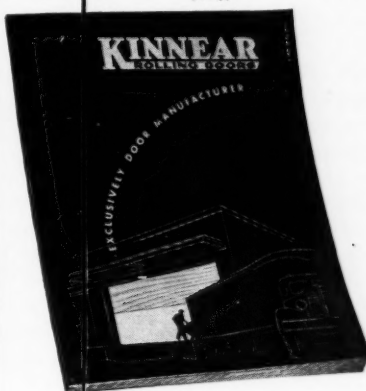


(Left) A push-pull attachment and a corrugated pallet, designed by Automatic Transportation Co., Chicago, for use with its Skylift electric fork trucks, makes it possible, the company claims, to ship by completely mechanical methods without shipping the pallet with the load. Attachment has multiple forks and a push-pull device. The pallet has two sets of openings, permitting the truck to lift load and pallet together or to remove load from pallet. Before load is palletized it is placed on heavy paper. Paper and load are drawn on the forks, lifted, and placed on pallet. When ready for shipment, the load—still on the pallet—is detiered and taken to dock. The forks are inserted in second set of pallet openings and load and paper are lifted clear. The attachment pushes the load into position in the box car or highway truck.

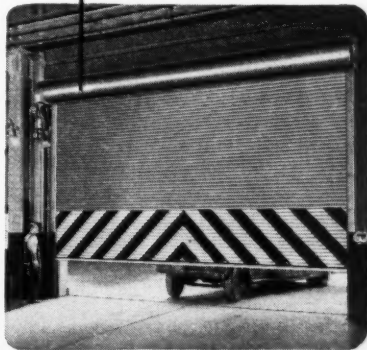


(Left) The Commercial Nailing Machine, a product of Food Machinery and Chemical Corp., Riverside, Calif., is a 24-nail drive, flat nailing and clinching machine which, according to its manufacturers, can easily be tailored to meet a variety of wood-fabricating requirements. It also is claimed that the machine can be rapidly changed from one operation to another. The unit is made to operate at 120 strokes per minute, but its actual speed is said to depend on the skill of the operator. Designed to drive up to 24 nails in practically any nailing pattern, the machine has an adjustable nail feed as part of its standard equipment. Three to 10 penny nails are used. Width of machine varies with the particular job it is designed to perform, maximum is 72 in. The all-steel frame eliminates need for reinforced floors.

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Complete information on smooth-working, space-saving doors for every need is at your fingertips in this new catalog. The easy upward action of Kinnear Rolling Doors brings time-saving efficiency to any doorway. The strong, all-metal, interlocking slat curtain opens completely out of the way, safe from damage . . . provides extra safety against fire, wind and intrusion when closed. Any size; motor or manual control. Full data on sectional-type upward acting doors is also included. If you haven't a Kinnear catalog for quick reference now, send for your free copy of this latest issue.



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PROGRESSIVE PORTS

(Continued from page 40)

and feed mills, locomotive and car shops and numerous factories producing diversified products. Tacoma contains the western shops as well as the car-building and repair plants of two of the transcontinental railroads. The largest railroad car wheel factory west of Denver is located in Tacoma.

The "Quadrangle" is the most recent development on the Tacoma waterfront. It is an area of 300 acres of sand-fill which is raised to street level. It receives its power from either Tacoma City Light or Bonneville. It is connected to four transcontinental railroads by the city's Municipal Belt Line and is served by bus transportation on main and secondary highways. Also, it is adjacent to ocean shipping facilities and to the center of the city. Sites may be leased or purchased at cost from the Port of Tacoma.

Some of the reasons for savings by shippers who route their goods through Tacoma are set forth below.

1. Kenneth M. Kennell, Vice President of Shaffer Terminals, Inc., states that labor relations are good. The production per man per

hour is satisfactory because there are very few floaters among the longshoremen. A large percentage of them are homeowners who have little pieces of land in the nearby Puyallup Valley which they cultivate when not working on the waterfront. He also points out that when nearly all the rest of the West Coast ports were closed by a jurisdictional strike, the waterfront workers of Tacoma stayed on the job.

2. Tacoma is the closest port city to the geographical center of the state of Washington. In fact it is only 30 miles west of that point. It is 30 miles south of Seattle, 159 miles north of Portland, Ore., 175 miles south of Vancouver, British Columbia and 861 miles north of San Francisco.

3. Tacoma's waterfront facilities are exceptionally good. All terminals are equipped with ship-side and depressed rear tracks and tailgate facilities for transfer of cargo to trucks. Thus there is a minimum of lifting and lowering. Modern cargo-handling equipment (including many kinds of fork-lifts and pallets) also exist. The major U. S. oil companies maintain water-

front storage facilities in Tacoma. Its public facilities are as follows: Port of Tacoma with berthing capacity for eight ships, a transit shed with a capacity of 243,700 sq. ft., an open-storage pier with a 189,200-sq. ft. capacity and an additional open-ground storage capacity of 10 acres. The Port of Tacoma also maintains a grain elevator with a 1,200,000-bu. capacity and a cold storage plant of 2,000,000-cu. ft. capacity; it operates one 20-ton steam locomotive crane, three 7½-ton hammer-head cranes, two six-ton semi-portable cargo cranes and one 60-ton luffing boom crane. The port has its own switching services.

Tacoma's private docks include the following: Shaffer Terminals, Inc. Terminal No. 1 (two berths, a transit shed with a capacity of 48,000 sq. ft. and open-storage with a capacity of 70,000 sq. ft., equipped with 10-ton locomotive crane); Shaffer's Terminal No. 2 (three berths with transit shed of 175,000 sq. ft. and open-storage of 100,000 sq. ft., with 15-ton locomotive crane); the Baker Dock Co. (dock with two berths and a transit shed of 94,000 sq. ft.); Commercial Dock (one berth and a transit shed of 70,000 sq. ft.). Fourteen waterfront industrial plants have their own docks with a berthing capacity for 18 ships.

4. Tacoma is well situated for shipping because it is only 17 miles from the new Seattle-Tacoma Airport. It is the terminus of five major airlines.

5. Low-cost power from Tacoma's own Municipal Power Plant as well as from the Bonneville Power Administration lines.

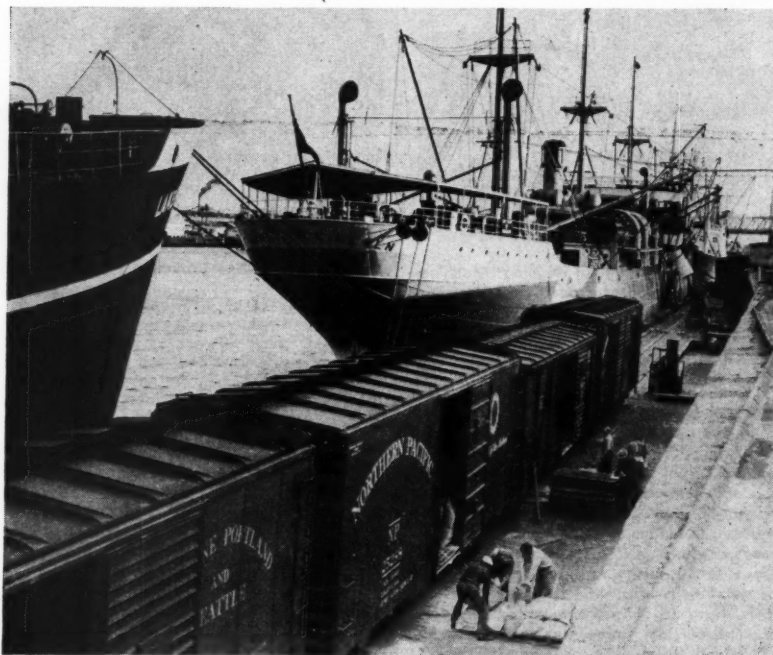
6. A deep harbor for ships of all sizes.

7. Landlocked water free from the buffets of strong winds.

8. An equable climate that ensures freedom from ice and makes it possible for shipping to enter and remain during the entire year.

Army engineers have granted authority to the Port of Tacoma to dredge a new Port-Industrial Waterway which will be 800 ft. in width, a mile in length and approximately 35 ft. in depth. A new bridge will be built over it at a cost of \$1.5 million as soon as the taxpayers vote for the necessary bond issue.

Loading sacks on pallets prior to lifting aboard ship. Note proximity of rails to edge of dock.



SHUTTERBUGS

(Continued from page 53)

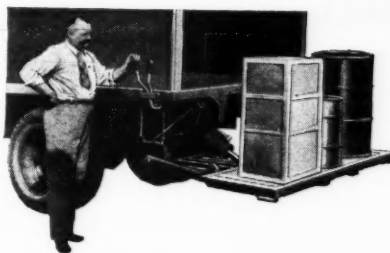
hauling perishables must, of course, maintain "icing stations." In addition, they must meet market hours or be liable for any decrease in prices. Failure to meet market hours may mean the loss of thousands of dollars on one train. The R. F. & P. has an "icing station" at its Potomac yards. Before Film-a-record was installed, no preparations could be made at the "icing station" until the conductor on the train delivered the waybills.

"Transportation Policy"

Dr. John H. Frederick's article on a "New Transportation Policy," one aspect of which is discussed in this month's editorial columns, will appear in a forthcoming issue.

Now, after the waybills have been microfilmed at the Richmond yard, say, the train is sent on its way. From the microfilm copy (enlarged on a viewer which is part of the equipment) a report is prepared as to icing necessary for the train. This information is then teletyped to the Potomac yard, and upon arrival of the train, the servicing crew is ready, even to the point of having the ice and salt spotted to position of a car in the train. Further, since the road has at Potomac four icing platforms which will accommodate 32 cars each, the trains can be cut, placed at two or more platforms, iced and then reassembled as a complete train in a fraction of the time formerly required.

Examples of the use of photography to speed distribution—by rail or over the highways—are numberless—and new techniques are being developed. To the carrier they will mean less paper work, greater speed and substantial economies. To the shipper they will mean better service, and in cases where his own problems involve delays and error because of substantial amounts of paper work, he too may find some of the answers in letting cameras do some of the jobs he is now assigning to clerks.



This Simple TRUCK LOADER and UNLOADER CUTS DELIVERY COSTS 50%



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*Loads from all sides at all levels with "Quick Detachable" Ramp.



*Non-sloping—Gives "Level-lift" to avoid loads rolling or toppling off.



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*Safety Latch locks up. "LIFT GATE" cannot be lowered accidentally.

More "LIFT GATES" in use than all others. Simplicity of design is one reason... Ruggedness is another. Extra features—proved by 6 years of field experience—are more reasons why nearly all truck loaders and unloaders you see are Anthony "LIFT GATES." Write for literature, prices.

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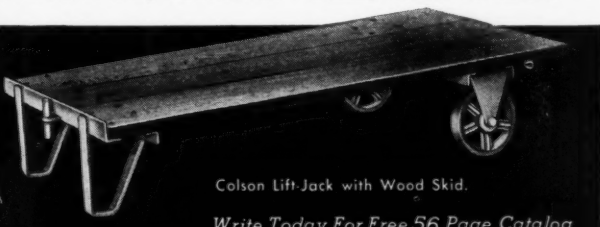
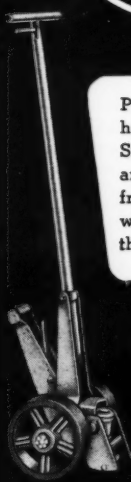


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Put new hustle in your materials-handling with Colson Lift Jack Systems. Through production, in and out of storage, on and off freight cars, one Colson Lift Jack with wood or steel platforms does the work of many conventional

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FOSSILS

(Continued from page 46)

work should be undertaken. Bold experimentation with new devices and methods seems also to be required in some instances. . . . Imagination and ingenuity must be brought to the task."

Although "imagination and ingenuity hardly characterize those measures taken to date to solve the long-term problems of the freight car shortage, some steps which have been taken do warrant serious consideration. The freight car picture is by no means all black. There are many encouraging signs.

Paper work and red tape have been cut to facilitate full use of existing freight cars. Modernization of methods for handling waybills has cut an average of 15 minutes from the time required to move a car through the freight yard. The New Haven R. R., to take one example, now handles paper work connected with waybills by means of a new punch card system employing automatic tabulating machines and teletypewriters. With this system, yard masters can plan work in advance, insuring rapid handling of incoming and outgoing cars. New systems for indicating destinations of freight cars, improved means of block switching, better communication between freight yard and train crews, and other operational improvements have speeded handling of cars at transfer points and indirectly alleviated the car shortage. Similar results have been forthcoming from study of signalling systems, roadbed construction, treating and handling ties, fabrication and treatment of steel rails, etc. Removal of obsolete trackage and obsolete facilities on main track, and the resultant modernization of fixed plant has improved operating efficiency and in turn has drawn greater attention to the pressing problem of adding new rolling stock. New equipment additions are related directly to new fixed plant.

Of more direct significance is the continued improvement in materials handling at freight stations and other areas. Typical of this progress is the 1948 materials handling record of the Delaware, Lackawanna and Western. Fully 76 percent

of the 3,014,745 tons of freight—both c.l. and l.c.l.—handled through its freight stations or over its station platforms were moved with mechanical equipment. In 1941, at its New York Lighterage Station in Hoboken, N. J., the D. L. & W. handled a total of 1,099,753 tons with a labor efficiency of 1.55 tons per manhour; in 1948, because of the introduction of mechanized materials handling, labor efficiency increased 37.4 percent. Similar increases can be cited for other roads. The effect of improved materials handling on the freight car shortage is a direct one. The faster the cars are unloaded, the quicker they are returned to service; in effect, fewer cars can do the job.

This holds true to an even greater

Railroad Cyclical Analysis

Thor Hultgren, member of the research staff of the National Bureau of Economic Research, Inc., has written a study on the relationship of the various indices of railroad transportation to economic cycles. Called *American Transportation in Prosperity and Depression*, and issued only a short time ago, it covers roughly the first four decades of this century. One of Mr. Hultgren's specialties is analysis of traffic ratios, such as ton-miles per freight locomotive, ton-miles per freight car, etc. In this book he devotes considerable space to the cyclical aspects of such ratios and shows that, with few exceptions, they are determined by cyclical changes.

Other chapters deal with fuel economy, labor performance, and supply of equipment. It is regrettable that the author does not take up freight car maintenance and that he ends his analysis as of 1938. Assuming the correctness of his conclusions, however, his facts might well apply to the post-war period. In chapter 12 the author cautiously indicates what may be expected in future business cycles, hence in railroad activity and earnings. He expects that shippers of carload goods will not reduce the average size of individual shipments very much, due to carload minima; l.c.l. loadings will decline in average weight. Stocks of freight cars will not be reduced in proportion to traffic and may even increase. Employment will be reduced. Some progress in efficiency is seen. Direct operating profit per unit traffic will decrease; taxes will become heavier and net will shrink. This realistic thinking is being borne out in part by current developments. It is not likely to make the industry any happier.

extent in the handling of freight cars by switchers in freight stations or by locomotives on the roads. The chief development here has been the introduction, on a large scale, of the diesel locomotive. In 1938 there were about 300 in service; ten years later their number had skyrocketed to 5,014. From all indications the steam engine, with its constant need of refueling, its insatiable thirst for water, and its amazing susceptibility to breakdowns, is going the way of handbrakes on freight cars and watchmen at grade crossings. Indicative of the trend away from the steam engine was the announcement by the American Locomotive Co. that it had discontinued the construction of these locomotives. The reason given by the firm was that diesel-electrics are cheaper to operate, have greater availability, and require less frequent maintenance and overhaul. In 1940 only 25 percent of the firm's business was in diesel locomotives; eight years later the demand was 90 percent. For switching operations diesel engines can work almost around the clock, giving 8,000 hours of service out of a yearly possible total of 8,760 hours.

An equal degree of progress can be noted in railroad switch yards which have always been a bottleneck. Indicative of improvements in this area is the record of an East-coast yard where the average time between arrival and departure was cut by 1¼ hours and close to 150,000 car-days (no base figure was given, so that the percentage reduction remains unknown) were saved in 1948. Six-and-five-tenths miles of track were added to the yards existing 58.8 track-miles; grades were built up in conjunction with the installation of power-operated car retarders and switches, and other long awaited improvements were made.

A long-standing AAR project, standardization of wheels, axles, trucks, brakes, draft gear, safety devices and other freight car components, has made possible the interchange of cars among different roads, and has facilitated repair of damaged vehicles. Of even greater pertinence to the shortage of freight cars has been the rapid progress in the standardization of

(Continued on page 63)

NO RESEARCH

(Continued from page 42)

country is approximately $1\frac{1}{2}$ billion dollars more than would be necessary if the same items were, or could be, shipped by trucks or airplanes (italics supplied).

The third possibility for research involves the integrated container system. The use of containers has not met with general favor in this country, and in fact, is even in dispute in some segments of the railroad industry. It has been estimated that there are less than 10,000 containers in service on American railroads today. The principal reasons for the unpopularity of container systems in America, even though they have been relatively successful in Great Britain, have been the absence of an integrated system matching the integrated rail system, the general lack of interchangeability among containers, and a failure to ascertain the true economic benefits which could result from the full application of a coordinated container service.

The important point to remember about the container is its universality. It is not limited to l.c.l. freight. On the other hand, one study has indicated that over 90 percent of all rail carload tonnage, over 80 percent of all highway tonnage, and about 40 percent of water tonnage is susceptible to movement in containers. If a container system is to be successfully utilized by the railroad industry, it should be designed to provide door-to-door ser-

vice at speeds in excess of 40 m.p.h. for about one-fifth of the nation's freight. It must also reduce packaging requirements to the point where they are no more burdensome than those for trucks and airplanes.

A fourth possibility for research is an analytical study of the extent of diversion and of the commodities and areas involved.

A fifth possibility involves not only the railroads but shippers and other carriers as well. The problem is particularly acute on the Pacific Coast. A study should be undertaken to determine the extent of, and reasons for, the considerable diversion of traffic from West Coast ports.

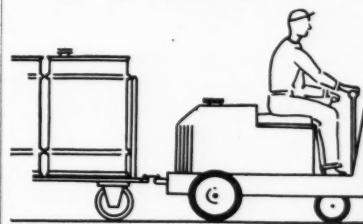
We come now to the major problem confronting the railroad industry today, namely, the lack of sufficient advances in technology. The traditional policy of American railroads has been to let their suppliers perform technical research for them. Although there is no gain-saying the many real achievements contributed by these suppliers, the actual users of the products have rarely had a direct hand in the development of their own tools of operation. Whether the research carried out by suppliers has yielded the same benefits as if it had been performed under the guidance of the railroads is open to question.

It is quite true that, in the getting of equipment, manufacturers do much of their own research. It is then up to the equipment producer to go further and design the proper machines, etc. But in the railroad field, shippers have largely had to do the railroads' own work. Such a condition means one-directional research, limited advancement and, as a result, a tendency of the railroads to coast along on the other fellow's "fat." Psychologically, this is a dangerous condition. It's up to the railroads to prove that, rather than being a burden, they have constructive and profitable services to perform, and are performing them willingly and with the desire to improve even further through their own efforts.

Hand Truck

A hand truck, net weight 35 lbs., lifting power up to 2,500 lbs., is offered by Ridge Welding and Steel, Ltd., Ridgeway, Ontario. It is designed to enable users to cut time and costs for handling heavy, bulky equipment. The company states that the truck, known as the Baer Hoistrux, has a patented lever action with perfectly balanced fulcrum. With the handle-lever in upright position, the operator slides the lift bar under the object, pushes the handle-lever down and slips on the safety catch; the object is ready to be moved. Movement is facilitated by rubber-tired wheels or casters with steel ball bearings. Sponge rubber cushions the front of the Hoistrux, preventing marring or damaging of pianos, refrigerators or other objects with easily damaged surfaces. Literature and further information on request.

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SERVICE MEANS SATISFACTION

(Continued from page 11)

get people to believe you. But if you keep on repeating how good you were **ONCE UPON A TIME**—somebody's going to say, "Well, how about right now!"

As long as old history has been brought up, let's take a look at it. Back in the twenties the railroads lost a large part of their passenger business to private automobiles. Through much of the thirties a good portion of l.c.l., short haul business was taken over by private truckers. Now, with the fourth decade dying, a big section of l.c.l. is going to long distance highway haulers and to airlines. Coincidentally, some bulk shipments have been going by water in increasing quantities: petroleum and steel and automobiles up and down the Mississippi and its tributaries.

We can talk as much as we like about railroad efficiency and research and what have you; if other forms of transportation have flexibility and lower costs and speed, the business will go to them—and pouring more money into a recessive form of transportation is scarcely wise. Yet maybe we are too quick to look upon rail movement as a living corpse. Remember, no one form of transportation has it all over the rails in every respect: the rails are faster than barges and, on some sections of track, than highway carriers. Air transportation is having its headaches, partly perhaps because of the high cost of freight haulage. And so on; each form has its advantages and disadvantages. In like measure, if the railroads speeded up the junking of equipment instead of practically ceasing to buy vital equipment; if the railroads spent much more on research; if the rails were not top-heavy with v.p.'s, assistant v.p.'s and numerous regional chair warmers, perhaps (in other words) if the money available were redistributed so that more work were accomplished and some progressive ideas could seep UP and DOWN, there might be something really doing in rail transportation.

There can yet be a reinvigoration of railroading. Many of us can't see

it, probably because our vision has been so close to the subject, and because (despite the century-long history of the rails) we are too much aware of what by contrast is a relatively short period of decline. Once we take a broader perspective, we get away from the individual trees (labor costs, maintenance problems, heavy fixed debt and so on) and realize that the railroads are now entering a period of readjustment. This has been delayed by retention of antiquated equipment (largely stemming from the twenties), by excessive concern with stock and bond quotations, by office holders who have outlived their usefulness, by many and many an obsolete function and kind of thinking.

The acquisition of diesels (so notable in this decade) and the installation of remarkable signal systems and communications systems, the use of retarders and double-deckers—there are but the beginning. I see the time when one engineer and one trainman, scarcely more, will handle a more efficiently run train. And eventually, no engineer will be needed; the whole caboodle will be controlled by a few men in central stations. Then will come the era when featherbedding (whether for crews or for brass hats) will be a terrible word of the past, in a class with ogres and dragons and witches.

I see the time when the railroads will constantly evince more interest in productive cost saving than in non-productive cost saving. I see the time when most railroad employees in the middle brackets will cease to study their superiors with one thought in mind: "When will the old buzzard kick off?"—hoping to rise that one little rung higher. They will, instead, think of their own SERVICE to their industry, their own contribution to railroading, instead of looking on their jobs as jobs. They will have incentive, ideas. The industry's leaders will then look upon them, not as cogs, but as assets.

And when that day comes, there will be less concern with deprecia-

tion, taxes, and other non-productive elements; less concern with man-hours per car-mile per locomotive-train per ton of fuel or some such hash. The mountains of statistics will no longer be used as a rummage pile by "experts" anxious to dazzle or confuse the users of railroads or John Q. Public. Instead, emphasis will be on service . . . SERVICE. That's what General Motors and RCA and other producers are giving, and they're not "service industries." When the railroad industry, the biggest service of ALL the services, gets down to the job of cleaning house, down to the work of giving the best it has on every mile of track, then it will get good public relations because it will be giving.

When the pressure gets heavy enough, the railroads will have to produce—or else. That is the lesson of history. The British were riding high, lording it over everybody from Cathay to the Cape of Good Hope. Then the American farm boys gave them a good swift kick. That finally brought them down to earth. Suddenly, they gave an ear to Canadian aspirations; Australians were not looked upon as ex-convicts; suddenly they realized that if they kept on going the way they had, they would lose their collective shirts. They reformed. They began to put more emphasis on service—not on the other fellow's service but on their own. So will the railroads. It won't be talk that does it; it will be pressure where it hurts the most: in the pocketbook.

* * *

This discussion would be incomplete without a bow—a low, respectful bow—to those railroads and railroad men who have anticipated the present period of railroad readjustment by productive improvements: Budd, General Motors and its diesels, the Union Pacific and the Erie, Timken, Southern Pacific, C & O, Burlington (congratulations on your 100th anniversary!), Westinghouse (for its electrics) and others. May many more join their proud procession across the continent.

EQUALIZATION

(Continued from page 47)

and packaging research. If some companies have mass production, efficiency, and simple patterns of disposition of their product, they deserve to have lower distribution costs. And if they happen to be centered largely in the Northeast, then that section is largely the beneficiary. The only answer to this problem is to have a more balanced national economy, which would serve to equalize the differences now existing and pave the way for rate equalization, both intra-regionally and inter-regionally.

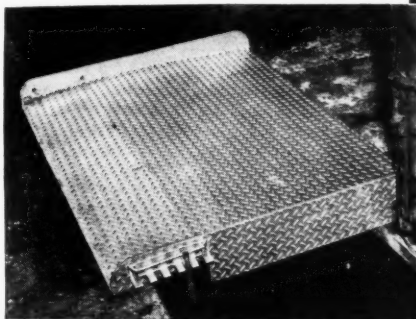
4. The decline in railroad activity (miles of main track), total tonnage, and value transported (both with respect to 1922-1926 and World War II) indicates that the railroads are increasingly under pressure to weaken rates at various points. This tends to increase exceptions and hence decrease equalization. At the same time, the stronger position of competitors is forcing some housecleaning.

The answer to this problem is not flat equalization, since that could make for a situation as burdensome as the present one. While flat equalization would benefit some shippers, it would hit others hard. More basically, economic changes in certain areas will have to precede rate simplification. It is along this line, as a result of the partial industrialization of formerly backward areas, the establishment of defense activities, and the maintenance of improved waterways and highways, that some remedies exist.

Also, there is some merit to the contention, previously advanced by this publication, that a cubic-weight yardstick should be applied to shipments. That is to say, instead of emphasis being placed on the value of goods—coupled as it is with questions of packaging, determination of the physical nature of the item, consideration of the source of the shipment, etc., etc.—it should be placed on the weight of a commodity and on the cubic space it occupies.

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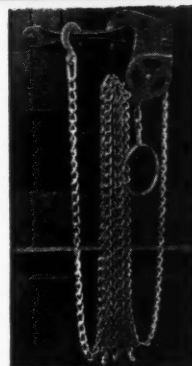
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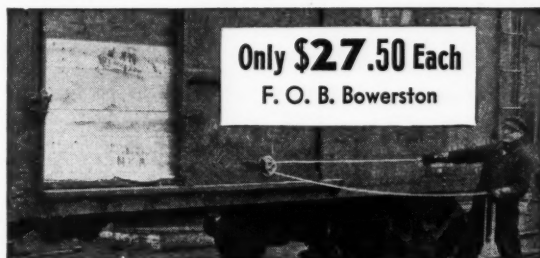
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Distribution Facts

THE Transportation Advisory Committee, reporting on the problems coming under the (agricultural) Research and Marketing Act, recommends more participation in transportation research by industry. What this means is as follows: analysis of the financial condition of transportation agencies, "with priority on railway and express service"; study of rates (especially rates on fertilizers); study of effect of rate changes on rail volume and diversion to trucking; studies similar to above on highway transportation; investigation of problems related to freight car shortages; study of lack of reciprocal switching, especially in the East; empty cars; transportation costs; packaging and loading techniques; etc.

In other words, the major interest is in rail service and costs. Also, it suggests that the Department of Agriculture (in issuing the information) has in mind a desire to keep up the price received by farmers and processors and to cut distribution costs, thus evidencing a purpose to maintain, as much as possible, present prices of agricultural commodities.

Another railroad bombshell is the statement of Col. J. Monroe Johnson, ODT head, who called for a government outlay of \$2.5 billion for 550,000 freight cars—for immediate use or stockpiling. Other remarks showed his concern with the total defense establishment.

Officials of the AAR declined to comment, though it was anticipated that the railroads would consider such a development as "another step toward federal ownership of the transportation industry," according to a leading western paper.

Naturally, the equipment manufacturers, especially the freight car builders, are pleased at the idea, particularly since orders have plummeted so far this year. The fact that Congress would have to appropriate perhaps a billion dollars a year for a few years would seem to suggest that little will be done. In view of the early absorption of the ODT (in part by the ICC), in view of the tendency of Congress to look with a strict eye on non-military expenditures, and in view of the Colonel's past utterances, one wonders how seriously all this hullabaloo should be taken.

The idea sounds nice—more standardization, increased repair, etc., etc.—but, for one thing, it means more government in business. And there's an awful lot of it already, "defense requirements" or no "defense requirements."

Railroad equipment manufacturers are still reporting good earnings, but this is not to suggest that happy days will continue forever—or even for very long. More than one car foundry is considering closing down this or that plant in view of the drop in freight car backlogs. This shows that talk of diversification of interest on the part

of major car producers is no assurance of continued good times; if you lose five percent of your business, you can be as diversified as you like but you still lose five percent.

The rather poor prospects in freight cars contrast with diesel output and diesel utilization by the rails. New York Central plans to dieselize completely all freight service between the Ohio and Lake Erie within two years. This is notable since the area is rich in coal and coal traffic. Steam engines have too low availability and are a headache on maintenance. Also, diesels have flexibility, since units can be combined or broken up according to the freight to be hauled.

Another bit of evidence showing railroad concern with efficiency (read "lower costs") is Walter J. Tuohy's report to stockholders of the C & O. "Our future lies in greater efficiency in operations and substantial reductions in expenses." And it is interesting to note that even the C & O, coal road though it is, is considering the use of diesels.

One consideration that may appeal to railroads floating equipment certificates is that whenever the market hears that the issue is for diesels, the issue seems to be looked upon with approval. It would appear that other forms of equipment do not have the same sales appeal . . .

Trans World Airline is disturbed over the non-scheduled carriers. In an oral argument before the CAB it recommended that there be an investigation of such carriers. A major point of concern was non-scheduled operations outside the United States by American flag carriers where the points involved were served by a certificated flag carrier. TWA argued that this might invite foreign irregular carriers to come to the U. S. and serve domestic points. The anxiety of some carriers coincides with earnings reports that are not happy reading.

Culture is coming to Latin America. Demand for juke boxes and pinball machines is apparently so great and so urgent that they are flying them down in huge lots. Cuba just got a 12,059-lb. load of pinball machines via Pan American World Airways.

West Coast Fast Freight operations now cover five states in the Northwest, with Seattle as the apex of the covered area. As part of this development, a new motor freight depot was established in Oakland.

Ford now sees a seller's market. Not in the old sense, where the seller had orders flocking in, but in the new sense: you have to go out and SELL trucks. It is admitted that lower prices than those now prevailing are doubtful in view of the high cost of labor and materials.

Guy Tombs, Ltd., Montreal, announces the re-establishment of the monthly Tombs-Cottrell pool-car service from Montreal to Vancouver, B. C. via the Panama Canal. The service is to start about April 25; the ship is Monsen-Clarke's *Gulfside*, which will load in Montreal. Tombs-Cottrell operated this service from 1932 to 1939. Individual cars will handle groceries, hardware, machinery, drugs and chemicals, paints, toys and textiles.

Carrier Corp., Syracuse, N. Y., has signed a contract with New York Shipbuilding Corp. for the complete air conditioning of three new 19-knot passenger-cargo liners being built for American President Lines at Camden, N. J. The contract also calls for refrigeration equipment for cargo holds and ship's stores. The 536-ft. vessels, built at a total cost of \$33,000,000, will have a 522,000-cu. ft. cargo capacity.

Philadelphia and Baltimore interests are up in arms over eastern railroad rate reductions and eastern railroad storage policy shifts which bid fair to take a lot of grain shipping away from their ports and hand it to New York. The rate reduction means that ex-lake grain from Buffalo and Erie can be shipped to New York at 1/2c. less per 100 lbs. This puts the rate to New York on a par with the rates to Baltimore and Philadelphia. Railroad and business interests in the two cities have asked the ICC to block the changes. New York, of course, hopes it won't.

But while one shipping dispute was brewing another was settling down. The Senate, by passing an amendment offered by Sen. Magnuson (R. Wash.), decided that at least 50 percent of ERP cargoes should be carried by American ships—"to the extent that such vessels are available at market rates for United States flag vessels." That settled the battle of the "market rates." The original ERP bill also had stipulated that at least 50 percent of ERP cargoes be carried by American ships—"to the extent that such vessels are available at market rates." That's where it all started. "Market rates?" Whose "market rates?" Said Paul Hoffman, ECA administrator, world "market rates," and promptly concluded that American ships were not available. Then American shipping interests raised the roof. Their ships are now available.

We know just how the AWA feels about the federal government's attempt to give ONE MAN the authority to determine "where, when and how much storage space the CCC might acquire." What "pleases" us particularly is the following: (1) one man is the boss; (2) the Government appears interested in increasing the role of the CCC in public warehousing. More of the same—if it goes through—and public warehousing will become government public warehousing. Nothing wrong with the idea of one-man rule; they're doing it in the Soviet Union. Maybe we should call in Molotov to advise us how to do a really bang-up job.

FOSSILS

(Continued from page 58)

construction and design of the cars themselves. Outstanding among these new standard cars is the Pullman-Standard P-S-1 (Fig. 1) an all-welded box car introduced in June, 1947. An executive of the company has stated that these cars are "built of component parts mainly engineered and manufactured in our own shops; [hence] standardization has made it possible for us to extend our application of mass production techniques both in fabrication and assembly." Of the cars delivered by Pullman in 1948, about half were of this type. The cars, all of which are of substantially the same construction, have been put to use on many roads.

Another standard freight car is the all-welded hopper car (Figs. 2 and 3) produced by the American Car and Foundry Co. on a high-

speed assembly line basis. Just three hours after the underframe and car trucks have been joined, the car rolls from the assembly line to the paint track.

Nor have railroads been entirely remiss in the study and development of improved freight car types. The Pennsylvania R.R. has designed extra-long cars (Fig. 4) for I.C.I. use. Measuring 60½ ft. in length—one-third longer than the conventional freight car—they are equipped with special gates and shelves which have the effect of dividing the car into small compartments. Small loads can be stored quickly and safely in these compartments. The same road has in service over 2,000 bulk containers, each designed to carry eight tons of lime, fluxing stone, and other steel components. Twelve of these are mounted on standard flat cars and are designed to be moved individually by crane from siding at the steel mill directly to the furnace.

Southeastern Prospects

F. E. Stevens, Jr., Atlanta Service Warehouse, Atlanta, speaking at the annual meeting of the AWA, merchandise division, stated that he was a little more optimistic about the Southeast. He added: "We should have a little more business in 1949 than in 1948, since many companies are opening manufacturing plants and bringing people to the Southeast."

"As to the matter of any of us losing our business to companies having their own warehouses, I think we all experience that, just a few every year: they believe they can do a better job (even if not so economically) because of their particular type of business (opening parts warehouses and things like that) where we formerly handled just the big items and wanted to handle the parts."

"There is no particular change in the trend of customers from storage to pool cars. We have found quite an increase in pool car business, because of more companies coming to the South. There has been no abnormal increase in inquiries for new warehousing and asking for rates. We do get the usual requests for quotation of rates, and a normal amount of new business."

"The greatest competitors are the food brokers. They have always been a thorn in our sides, because they want to do the storage as part of the brokerage rate and do it free. I am happy to say, in contacts we have had that they are all now trying to charge storage rates and get some money for storing."

We have had a slight drooping off of business due to increased freight rates, and have also been receiving more truckloads."

What's going on in YOUR section?

NFWA "Cornerstone"

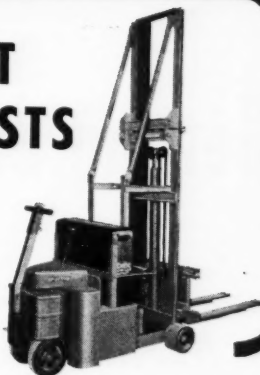
Charles D. Morgan, National Furniture Warehousemen's Association, speaking at the NFWA convention in Florida, clarified several aspects of the long-distance haulage business. In essence the question revolves around the notion, still unfortunately prevalent, that a requirement for membership in the NFWA is that a party be closely associated with a major member of that association, which is prominent in long distance hauling.

As Mr. Morgan pointed out, this question was resolved by him in his statement to a board meeting in 1948: "We in the National Furniture Warehousemen's Association should not be any more interested in a member's long distance moving affiliations than we are in his religion." The association, under Mr. Morgan's presidency, began to take in members of various long distance companies and became a "warehouse association first, last and always." The president's objective was to make the association a research laboratory to improve warehouse operational techniques.

This objective was reflected in the choice of speakers for the 1949 convention.

Speakers were chosen for competency, not for affiliation. The success of the NFWA appears, on the basis of such warehouse interest, to be assured. Attention is called, parenthetically, to the fine efforts by Edward D. Byrnes, executive secretary, to bring Mr. Morgan's opinion strongly to the fore, where it rightfully belongs, and to spread the principle of warehousing first, last and always to the four corners of the country.

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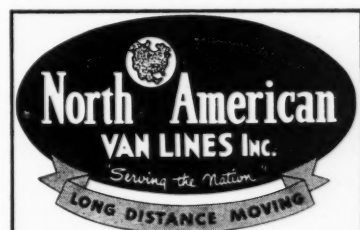
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TRANSPORTATION

Things You Can Do

YOU CAN avoid liability for loss or destruction of goods not "completely" given into your custody. In *Bell v. Fitz*, 50 S. E. (2d) 241, Ga., the owner of household furniture delivered the furniture to a common carrier-warehouse company for transportation. Later the owner withdrew his directions to the carrier as to the point of destination, and instructed the carrier to hold the goods for further instructions. Then the warehouse burned and the furniture was destroyed. The higher court refused to hold the carrier-warehouse liable. This court said:

"There was evidence that at the time of the destruction of the goods the shipper had withdrawn his delivery of the goods to the carrier for the purpose of immediate shipment and that something remained to be done by him to reinvest the carrier with such complete possession and control of the goods as to cause his liability as an insurer to arise."

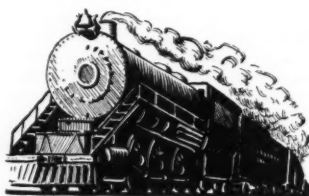
YOU CAN obtain a certificate for pickup service if you convince the Public Service Commission that your service is "needed" by the public. In *Motor Transport Co. v. Public Service Commission*, 34 N. W. (2d) 787, Wis., the Public Service Commission granted a common motor carrier a certificate authorizing it to operate motor vehicles on a certain highway between two named cities, without transfer of lading between vehicles for purpose of pick-up and delivery. The higher court approved the permit on testimony that the additional service was "needed by the public."

YOU CAN recover damages if a garage employee carelessly or negligently repairs your motor truck. In *Moody v. Martin Motor Co.*, 46 S. E. (2d) 197, Ga., a carrier's driver took a motor truck to a garage to be repaired. After the repairs were made the driver was seriously injured when the drag link became separated from the steering arm on the truck, causing the truck to swerve off the highway and plunge down an embankment. The injured driver sued the garage owner for damages. The lower court refused to hold the garage owner liable, but the higher court reversed the verdict. The court said: "One who supplies directly or through a third person a chattel for another to use, is subject to liability to those whom the supplier should expect to use the chattel, if the supplier fails to exercise reasonable

care to inform them of its dangerous condition or of the facts which make it likely to be so."

YOU CAN avoid liability for injuries to an employee in a repair shop or garage caused by defects in your motor vehicle. For illustration, in *Anderson v. London Co.*, 36 So. (2d) 741, La., one Johnson drove a truck into the service station to have a flat tire removed and repaired. The tire was inflated to 75 pounds, and when the serviceman was squatted down beside the wheel the lug rim became disengaged, and the wheel was forced back into the face of the serviceman causing serious injuries. The higher court held the truck owner not liable. The court said:

"Unforeseen failure of automobile equipment to function because of a condition . . . not due to any negligence [of owner], and of which he could not reasonably be expected to have known in the exercise of ordinary care, does not necessarily render him negligent and liable."



For comparison, see *Bolin v. Corliss Co.*, 262 Mass. 115. Here a pedestrian standing on the sidewalk was struck by the rim of a tire which came off of a passing truck. The higher court refused to hold the pedestrian entitled to recover damages from the truck owner.

Things You Can't Do

YOU CAN'T avoid complying with a reasonable municipal license ordinance. For illustration, in *Hermitage Co.*, 209 S. W. (2d) 5, Tenn., it was shown that a city ordinance was passed which imposes a graduated fee for licensing motor trucks and commercial vehicles. Also, the ordinance requires that each vehicle have a special license tag for purposes of identification. The higher court upheld the validity of the ordinance.

YOU CAN'T extend your service if the Public Service Commission rightfully denies you application for a per-

mit on the grounds that additional service is not needed. In *Gateway City Transfer Co. v. Public Service Commission*, 34 N. W. (2d) 238, Wis., the higher court held that the decision of Public Service Commission denying a common motor carrier authority to render additional service was sustained by substantial evidence that the additional service would not benefit the public.

YOU CAN'T recover damages for injury to your motor truck by collision without proving that the accident was caused by the other party's negligence. In *Automobile v. Chesapeake & O. Ry. Co.*, 34 N. W. (2d) 46, Mich., a railroad locomotive collided with a motor truck operated by a duly licensed common carrier. The testimony showed that because of ice on the road the truck stalled on the track. The truck owner sued the railroad company for damages but the higher court refused to award the truck owner damages.

YOU CAN'T avoid liability for damage to poorly packed merchandise during transportation if you knew that the shipment was improperly packed. In *Krupsaw v. W. T. Cowan, Inc.*, 61 Atl. (2) 624, D. C., it was shown that shipped furniture was poorly packed in crates. The pieces were not strapped, blocked or chocked in the crates to prevent slipping or damage in transit. Nevertheless, the higher court held the motor transport company liable for damage to the furniture because the testimony showed that the carrier's agent observed that the furniture was poorly packed.

YOU CAN'T be held liable for a collision on mere proof that your motor truck was being driven at high speed when an accident occurred. In *Czyzyna v. Youngstown Bus and Railway Co.*, 77 N. E. (2d) 84, Ohio, the higher court refused to hold a common carrier responsible for a collision saying that the fact that the vehicle was traveling at 35 m.p.h. on a city street when the accident happened was not definite proof that the driver was negligent.

YOU CAN'T expect your permit to be valid for a "maximum" period. In *Arroyo v. Rico Transp. Authority*, 164 Fed. (2d) 748, a Public Service Commission issued a permit for a "maximum period of one year." The commission revoked the permit before termination of the year. The higher court held that the permit could not be construed to mean that carrier would be allowed to continue operation for the full year.

MARKETING

Things You Can Do

YOU CAN recover possession of merchandise on which you hold the legal title. And no one has a better title than the one from whom merchandise is purchased or mortgaged. In *Peper v. American Exchange National Bank*, 210 S. W. (2d) 41, Mo., a seller accepted the purchase price of merchandise and delivered possession of it to the purchaser. The seller agreed to secure a certificate of ownership in the name of the purchaser. He did not do so and later took the certificate to a bank and secured a loan. The bank accepted the certificate as collateral.

In subsequent suit the higher court held that the purchaser was entitled to have the chattel mortgage held by the bank canceled, and also ownership of the merchandise. This court explained that the seller had legally transferred ownership of the merchandise to the purchaser, and could give no title to the bank.

YOU CAN avoid liability for unfair competition to a company which is "out of business." For example, in *Scutt v. Bassett*, 194 Pac. (2d) 781, Calif., a lift company sued a welding company for damages, and for unfair competition. The testimony showed that the welding company contracted to manufacture for the lift company, by the latter's plans and specifications, 75 automobile cranes. Later the welding company sold several cranes which it had constructed for the lift company.

The welding company proved that the lift company had gone out of business. Hence the higher court held the latter not entitled to recover damages. The court said: "In the instant case, the plaintiff was not in business when . . . engaged in unfair competition. Therefore, plaintiff failed to establish one of the essential elements of a cause of action for unfair competition."

YOU CAN avoid paying for merchandise sold by a foreign corporation which failed to comply with certain laws in your state.

For instance, in *Crites Tire Co. v. Associated Co.*, 191 Pac. (2d) 650, Ore., it was pointed out that an Oregon state law provides that all out-of-state corporations doing business in Oregon must file certain documents with state officials. A tire company in another state sued a purchaser in Oregon to recover money due for purchased tires. Since the tire company had not complied with the above law the higher court held that the suit could not be maintained. The court said:

"Whether a foreign corporation is doing business in this state does not depend upon the number of transactions that it has, but upon the nature and character of the transactions."

YOU CAN sell a purchaser's home to secure the purchase price of merchandise, if you hold a mortgage on the home. For example, in *Applegate v. Quacken*, 61 Atl. (2d) 577, N. J., testimony brought out that in 1927 one Quacken purchased a Studebaker. He was unable to make an initial payment in cash of more than one-third,

and gave the dealer a note for the balance. Quacken gave the dealer a chattel mortgage on the car and also a mortgage on his home to secure payment of the balance due. Quacken failed to pay the note and the dealer foreclosed the mortgage on Quacken's home in 1947. The higher court held that the automobile dealer had a legal right to do so, even though he had waited almost 20 years to foreclose.

Things You Can't Do

YOU CAN'T avoid paying a state sales tax on the difference between the selling price of merchandise and the allowance made the purchaser for trade-in merchandise. For instance, in *Howard Pore, Inc. v. Nims*, 33 N. W. (2d) 657, Mich., the state tax commission billed a seller for three percent state sales tax on new automobiles based on the actual price received less the actual value of cars taken in trade (not the price the dealer allowed for the trade-ins).

The higher court upheld the validity of the commission's decision, stating: "The fact must be kept in mind that the tax with which we are dealing is an excise or privilege tax imposed upon the privilege of engaging in an occupation."



YOU CAN'T object to a settlement made by an arbitrator which you appointed. In *Hutto v. Jordan*, 36 So. (2d) 809, Miss., a seller sold merchandise for \$383, of which \$94 was paid in cash, leaving a balance of \$289 to be paid in 12 successive monthly installments of \$31.19. In subsequent controversy involving payment for the merchandise, seller and purchaser agreed to submit their differences to one Kelly who was to decide who was in the right. Kelly decided in favor of the seller.

The purchaser was not satisfied with the decision and filed suit. The higher court refused to change the decision rendered by Kelly, stating: "Errors of law or fact, or an erroneous decision of matters submitted to the judgment of the arbitrators, are insufficient to invalidate an award fairly and honestly made."

YOU CAN'T refuse to pay for merchandise proved to be defective through your negligence. In *Price-Williams v. Maier*, 210 S. W. (2d) 499, Ark., a dealer sold a pump under a bill of sale which stated that the pump was guaranteed to be in A-1 condition. The buyer installed the pump and found it not to be in A-1 condition. During testing, the pump was damaged. In subsequent litigation the dealer proved that the buyer continued to use the pump after discovering its defective condition. The mechanic employed by the buyer testified that his employer continued to

operate the pump with knowledge that it was burning up. The higher court held that the buyer could not recover from the dealer the purchase price of the pump.

WAREHOUSING

Things You Can Do

YOU CAN limit your liability for loss or destruction of stored goods caused by your negligence. See *Page v. Ace Storage*, 196 Pac. (2d) 816. It was admitted that valuable stored goods were damaged through negligence of the warehouseman. Nevertheless the higher court held the warehouseman's liability limited to 10c. per lb. for the valuable damaged merchandise, since the owner of the goods had opportunity before he stored the goods to pay a higher storage rate and have full protection.

YOU CAN be liable for assault of your customer by a city policeman. See *Bounty v. Bain*, 211 S. W. (2d) 248, Tex. A city police officer struck and seriously injured a patron while forcibly ejecting him from premises. The higher court held the owner of the premises liable because he had requested police protection.

YOU CAN avoid state taxation on stored goods only if a state statute exempts merchandise stored in a warehouse from taxation. In *Maritime Petroleum Corp. v. Jersey City*, 63 Atl. (2d) 262, N. J., a New York corporation purchased for resale merchandise which it transported from other states into New Jersey and combined it with like merchandise belonging to another Jersey corporation. The merchandise remained in storage in New Jersey for indeterminate periods. The merchandise was shipped to the corporation's customers on orders mailed by such customers to the corporation in New York.

The higher court held that the merchandise was personal property stored in a warehouse within the meaning of a New Jersey statute exempting such merchandise from an *ad valorem* tax. This court also held that the warehouseman could avoid taxation even though the inherently fungible goods are so mixed with other similar goods and merchandise that identity is lost.

YOU CAN retain storage overcharges voluntarily paid by a customer. In *Moody v. Stem*, 51 S. E. (2d) 163, S. C., a customer sued the Center Brick Warehouse to recover alleged overcharge. This court held money voluntarily paid by a customer with full knowledge of all facts cannot be recovered from the warehouseman merely because the customer was ignorant of the law or his legal rights. The court also held that a warehouseman is liable in heavy damages for overcharging a customer through "fraud, duress or compulsion."

Things You Can't Do

YOU CAN'T expect a higher court to reverse a jury's verdict without definite proof that the jury's decision was erroneous. For example, in *Edmunds v. Allen Storage Co.*, 49 S. E. (2d) 416, N. C., a warehouseman accepted oriental rugs for storage. The owner of the rugs sued the warehouse-

(Continued on Page 96)

People in Distribution

For our readers' convenience, items referring to one person only are arranged alphabetically according to the individuals' names. Company news or changes affecting more than one individual are arranged alphabetically by company names. Association items are similarly arranged.

William C. Baker has been appointed vice president in charge of operation and maintenance for Baltimore & Ohio Railroad.

Frederick S. Bartlett has been appointed factory manager of the Bristol, R. I., plant of United States Rubber Co.

T. R. Bellmar has rejoined Northwestern Steel and Wire Co., Sterling, Ill., as its general traffic manager.

William F. Borgmann has been named vice president and assistant general manager of Brown Trucking Co., Fort Wayne, Ind. (Kline)

Richard M. Boyd has been named traffic manager of the glass division of Pittsburgh Plate Glass Co.

Charles A. Browne, traffic manager of Silver Fleet Motor Express, Inc., has joined Security Cartage Co., Inc., Fort Wayne, Ind., as vice president in charge of traffic.

John Doane has been appointed traffic manager of Calaveras Cement Co., with headquarters in San Francisco.

Frank C. Forward was named general traffic manager of the Minneapolis-Moline Co., Minneapolis.

H. L. Francis has been made eastern traffic and transportation manager of Koppers Co., Inc., with headquarters in Kearny, N. J.

A. D. Hardenbrook has been appointed manager of distribution for Ford Division of Ford Motor Co.

W. F. Hinderscheid has been named vice president in charge of sales of Lee Tire and Rubber Co. of New York, Inc.

Harry P. Howse has been appointed assistant to the vice president of Daum Over-Nite Express, Inc., Chicago.

Stanley M. Hunter has been elected executive vice president of American Hoist and Derrick Co., St. Paul, Minnesota.

E. A. Kaier, general attorney of Pennsylvania Railroad, who has been serving as director of public relations, has resumed his duties as general attorney in the legal department.

Mike Koken has been appointed manager of the newly created steel division at Tucker Freight Lines, Inc., South Bend and Chicago.

C. W. Lantz has been named vice president and director of sales for the Carolina Motor Express Lines, Inc.

John M. Mulholand has been appointed traffic manager of Youngstown Sheet & Tube Co., Chicago.

F. K. Prosser has been promoted from coal traffic manager to the newly-created position of general coal traffic manager of Norfolk & Western Railway Co.

Leonard J. Rowley, formerly traffic manager for Pacific Airmotive Corp., has been appointed traffic manager of Lockheed Aircraft Corp., Burbank, Calif.

Herman C. Strom, vice president of the Pittsburgh Steamship Co., has retired. In 1924 he became traffic manager and in 1941 was made vice president. (Kline)

Alfred I. Stuart has been appointed head of the Methods Engineering Department of Hyster Co., Portland, Ore., manufacturer of industrial trucks and tractor equipment.

Robert L. Turner has been appointed general traffic manager of Eastern Air Lines.

American Chain of Warehouses, Inc., New York, has accepted the following two new members: Lightening Moving & Warehouse Co., Phoenix, Ariz., and Terminal Warehouse Co. of Rhode Island, Providence.

Arrow Carrier Corporation, Paterson, N. J., has announced the election of the following officers: president, **James J. Buckley**; vice president and general manager, **Paul S. Doherty**; vice president in charge of sales and traffic, **Robert J. Ackerman**.

Colonial Radio Corporation, Buffalo, has appointed **William J. Brand** traffic manager succeeding **Frank C. Rose, Jr.**, resigned.

Harborside Warehouse Co. has elected **Harry C. Oliver** president. He succeeds **George LeBoutillier**, who will be chairman of the board. (Vitkauskas)

National Cash Register Company, Dayton, Ohio, has appointed **Edward H. Voehringer** traffic manager to succeed the late **R. H. Hagerman**.

United Air Lines has named **James B. Miller** district traffic and sales manager, succeeding **Max King**.

United States Rubber Co. has appointed **G. Roger McNear** assistant to **Harry E. Humphreys, Jr.**, president. He succeeds **William M. Dougherty**, who was elected secretary. Other appointments made were **Walter F. Spoerl**, general sales manager of the mechanical goods division; **Robert D. Gartrell**, development manager in the Passaic, N. J. plant and **Wesley A. Armstrong** as production manager.

Union Pacific Railroad has elected **Ambrose J. Seitz** executive vice president; **William T. Burns** was elected vice president of traffic.

American Trucking Association, equipment and operations section, has appointed **Lewis C. Kibbee**, automotive engineer formerly with Mack Manufacturing Corp., Allentown, Pa., assistant to **Hay Stevens**, chief.

The Berkshire County Traffic Association has elected **Harry M. Collins**, traffic manager of the Eaton Paper Co., Pittsfield, Mass., as president.

Cold Storage Warehousemen's Association of the Port of New York has elected **A. W. Oakley**, vice president of the Hudson Refrigerating Company, New York, as chairman.

The Dayton Transportation Club has elected **Kermit Chriswell**, head of Dayton operations of CCC Highway, Inc., as president.

Houston Maritime Association has re-elected **C. B. Fox**, general agent for Lykes Bros., president for the fifth term.

The Industrial Traffic Managers' Association of Kansas City held its regular Dinner-Business Meeting at the Plaza Royale on March 21st. Matters discussed included opposition to postal rate increases and the potentialities of Television. The meeting was addressed by **E. K. Hartenbower**.

Mayflower Warehousemen's Association, at its 17th annual convention, held in the Buccaneer Hotel, Galveston, Texas, elected the following officers and directors for 1949. For board chairman: **Frank E. Hess**, Waterbury, Conn.; for president: **Kenneth Christie**, Butte, Mont.; for secretary-treasurer: **Carl F. Bailey**, Huntington, W. Va. The following are the district nominations for vice president and director respectively. New England—**George H. Sampson**, Forest Hills, N. Y., and **John W. McLaughlin**, Nashua, N. H. Mid-Atlantic—**Ward R. Scull**, Newport News, Va., and **Robert J. Post, Jr.**, Scranton, Pa. Southeastern—**J. B. Holloway**, Hattiesburg, Miss. and **R. R. Brown**, West Palm Beach, Fla. Southern—**W. N. McKinney**, Dallas, and **J. Wilson Tallman**, San Antonio. East Central—**William S. Tucker**, Ypsilanti, Mich., and **Alex S. Naish**, Cincinnati. West Central—**Charles R. Mooney, Sr.**, St. Joseph, Mo., and **Art T. Kriegsmann**, Pekin, Ill. Midwestern—**Harold E. Burch**, Pueblo, Colo., and **L. B. Hiler**, Grand Forks, N. D. Southwestern—**Charles H. Samuels**, Oakland, Calif., and **Henry B. Hickey, Jr.**, Ontario, Calif. Northwestern—**Frank C. Fairchild**, Yakima, Wash., and **H. W. Danskin**, Portland, Ore. A complete report will be made next month.

The Motor Truck Association of Southern California has elected **Alberto R. Pearson**, president of the A. R. Pearson Truck Co., Los Angeles, president.

National Association of Refrigerated Warehouses has elected the following four new members to the Executive Committee: **H. A. Gross**, vice president, Booth Cold Storage Company, St. Louis; **G. F. Dodson**, president, Security Warehouse and Cold Storage Company, San Jose; **C. E. Simmon**, vice president, Big 4 Ice and Cold Storage, Oklahoma City; and **J. P. Johnson**, vice president, Terminal Refrigerating and Warehousing Corporation, Washington, D. C.

Northwest Frozen Foods Association has re-elected **Edgar M. Burns**, NARW's immediate past president, secretary-treasurer.

The Traffic Club of Chicago has elected **Robert M. Hiltshew**, freight traffic manager of the Santa Fe Railway, president.

The Traffic Club of Cincinnati has elected **Herald S. Smith**, district freight agent, for the Baltimore and Ohio Railroad at Cincinnati, president.

The Traffic Club of Omaha, Neb., has elected **Frank J. Conrad**, freight traffic manager of the Chicago, Burlington & Quincy Railroad, president.

The Traffic Club of Reading, Pa., has elected **Gerald E. Deam**, traffic manager of E. & G. Brooke Iron Co., president.

The Traffic Club of Washington, D. C., has elected **William E. Hayghe**, chief of the central traffic service division, Bureau of Federal Supply, U. S. Treasury, president.

The Transportation Club of Chicago has elected **Arnold J. Larson**, assistant general traffic manager, Masonite Corporation, president.

DISTRIBUTION BRIEFS

Byers Transportation Co., St. Louis, has opened a new truck terminal. It is, we understand, the largest truck terminal built in St. Louis since the end of the war. (Vitkuskas)

Jack Cole Terminals, Inc., Birmingham, Ala., has purchased a new garage in Long Island City, N. Y., from a client of the Cross and Brown Co., brokers. The building will be used for the distribution and loading of freight.

Erie Railroad announced it has gained full control of the National Carloading Co. by purchasing its stock from the Chesapeake & Ohio Railway for \$4,500,000. National Carloading is a leader in the freight forwarding field. (Vitkuskas)

Nickel Plate Railroad has announced a \$2,000,000 plan for the relocation and expansion of terminal and yard facilities in Fort Wayne, Ind. The terminal and facilities will be shifted from the St. Marys River locale to a 50-acre site four miles east of the city, and adjacent to the classification

OBITUARIES

J. E. Ackerman, 54, president and treasurer of Arrow Carrier Corp., Paterson, N. J., March 3.

Charles H. Behre, Sr., 88, president of Pelican Ice & Storage, Inc., New Orleans. He spent over a half a century actively engaged in the cold storage business. February 3.

Fred H. Burnett, 67, superintendent of Toledo Lakefront Dock Co., jointly owned by Baltimore & Ohio and New York Central Railroads, Feb. 25. (Kline)

Thomas F. Dixon, 67, vice president of Great Northern Railway, March 22.

John L. Evans, 88, freight line operator and traffic manager, also charter member of Cleveland Traffic Club. He became traffic manager of Atlantic Refining Co. in 1898, perhaps the first company in Cleveland to have such an official. March 10. (Kline)

Walter W. Kohl, 69, assistant secretary of Joint Steamship and Railroad Committee of Maritime Association of the Port of New York, and a cargo traffic expert, March 15.

H. W. Purvis, former vice president of American Short Line Railroad, March 16.

John F. Sullivan, 53, founder and president of J. F. Sullivan Storage Co., New London, Conn. He was a member of NFWA and Connecticut Warehousemen's Association.

John M. Wale, 36, Buffalo Terminal manager for International Forwarding Co., March 20.

Kneeland B. Wilkes, 54, president of American Household Storage Co. and Magara Storage Warehouse Co., both of Buffalo.

area. Work will begin about May 1 and require about 15 months for completion. Relocation was made necessary by lack of available space for expansion of the present site. Advantages also include possibilities for further expansion, modern facilities (including cinder conveyor, repair, turntable, and round house) and a removal of 11 tracks now serving the present terminal.

St. Mary's Truck Lines, Inc., St. Louis, has leased a terminal dock and office property at the northwest corner of Hadley and Biddle Streets to Sam Goldstein. (Vitkuskas)

United States Rubber Co. has moved its Chicago branch offices from 440 W. Washington St. to the Merchandise Mart building.

Yankee Lines, Inc., a pioneer motor freight firm, has begun work on a \$200,000 new home terminal and general offices in Akron, Ohio, on a 15-acre tract on E. Archwood Ave. The firm furnishes motor freight service between Cincinnati and various eastern points. (Kline)

Coming Events

May 2-4—American Society of Mechanical Engineers, New London, Conn.

May 9—Packaging Machinery Manufacturers Inst., Atlantic City, N. J.

May 9-11—Annual Spring Meetings, National Committee on Accounting, Council of Safety Supervisors, and National Committee on Street and Highway Safety, American Trucking Assns., Melbourne and Sheraton Hotels, St. Louis.

May 9-13—American Trucking Assns. (Safety and Maintenance), St. Louis.

May 10-13—18th Annual Exposition, American Management Assn. Packaging Exposition, Atlantic City.

May 13-14—National Barrel and Drum Assn., Chicago.

May 14-21—National Frozen Food Week. Sponsored by the National Wholesale Frozen Food Association.

May 15-18—National Paper Box Manufacturers Assn., New York.

May 16-19—National Fire Protection Assn., San Francisco.

May 20-26—National Maritime Day—World Trade Week.

May 23-25—Associated Cooperage Industries of America, St. Louis.

May 23-25—14th Annual International Distribution Congress of the National Federation of Sales Executives, Stevens Hotel, Chicago.

May 23-26—Folding Paper Box Assn. of America, Chicago.

May 28-June 1—Motor Transportation Association, Galveston, Texas.

May 30-June 1—American Trucking Associations, Inc., Conference, Cosmopolitan Hotel, Denver.

May 31—Mid-year meeting of the National Tank Truck Carriers, Inc., Cosmopolitan Hotel, Denver.

June 1-3—Joint Spring Meeting, four materials handling associations: Assn. of Lift Truck & Portable Elevator Mfrs., Caster and Floor Truck Mfrs. Assn., Electric Industrial Truck Assn., and Material Handling Institute. Grove Park Inn, Asheville, N. C.

June 1-3—The 1949 President's Highway Safety Conference, Departmental Auditorium, 18th and C Sts., Washington, D. C.

June 13-16—Canadian Warehousemen's Association Convention, Jasper Park Lodge, Jasper Park, Canada.

June 20—Joint Industry Meeting of the Household Goods Carriers Conference, Sheraton Hotel, Chicago, Ill. Group sessions by various companies will follow, beginning June 23, at the Sheraton Hotel. However, Allied Van Lines will begin its meeting at the Edgewater Beach Hotel, June 23-25.

August 9-12—2nd Annual Western Packaging Exposition, Civic Auditorium, San Francisco.

Sept. 15—Southeastern Warehousemen's Assn. Convention, Birmingham, Ala.

October 4-7—4th Annual Industrial Packaging and Materials Handling Exposition, Convention Hall, Detroit.

Oct. 21-26—American Trucking Assns., Inc., annual convention, Statler Hotel, Boston.

October 24-28—37th National Safety Congress and Exposition, Chicago.

Jan. 22-27, 1950—National Furniture Warehousemen's Association, annual convention, Hotel Del Coronado, Coronado, Calif.

Jan. 31-Feb. 3, 1950—American Warehousemen's Association, Edgewater Beach Hotel, Chicago.

Public Warehouse Section

Warehousing is an integral part of distribution in several ways. Public warehouses are not merely depositories for the safeguarding of personal effects or industrial commodities; many are equipped to perform a wide range of services in addition to storage. Among those services are:

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of space for manufacturing, offices and showrooms, rigging, sales representation, sample distribution, sorting, stevedoring and various other functions for efficient and economical distribution.

This special advertising section of public warehousing has been consolidated for ready reference and maximum utility. It includes merchandise, refrigerated, household goods and field warehouses. For shippers' convenience, states, cities and firms have been arranged alphabetically.

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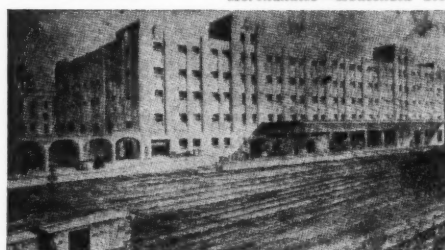


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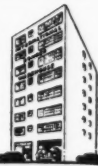
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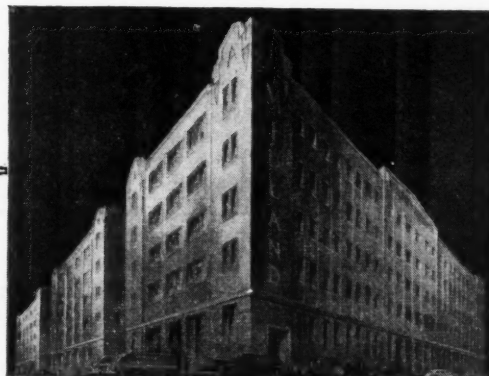
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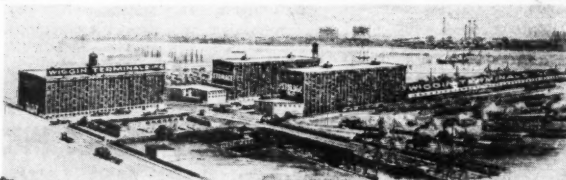
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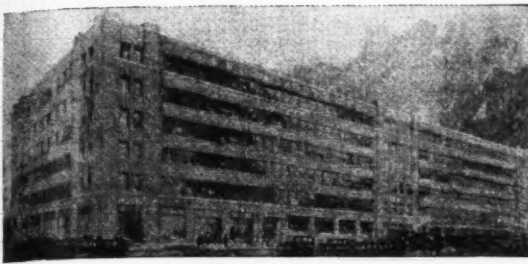
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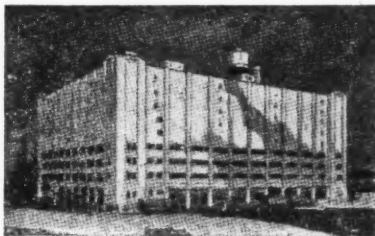
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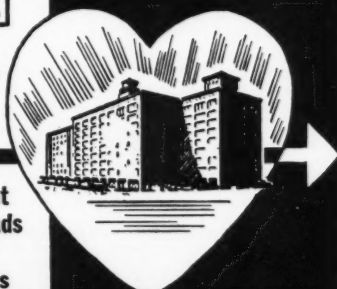
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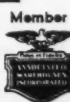
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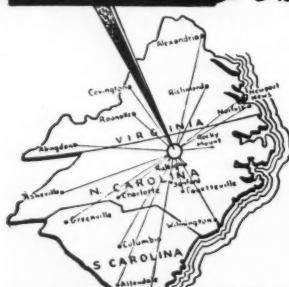
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High Point Bonded Warehouse Co., Inc. POOL CAR DISTRIBUTION

HOUSEHOLD GOODS AND MERCHANDISE STORAGE
PRIVATE SIDING. SOUTHERN R. R. SPRINKLERED
Represented by American Chain of Warehouses, Inc.
Member of AWA-SMWA

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PRIVATE
SIDING
N. S. R. R.



EFFICIENT STORAGE & DISTRIBUTION FOR
MERCHANDISE AND FURNITURE

175,000 SQ. FT. BONDED STORAGE
SPRINKLERED • LOW INSURANCE RATES

RALEIGH BONDED WAREHOUSE, INC.
Wake Forest Road Raleigh, North Carolina

RALEIGH, N. C.

CAROLINA STORAGE & DISTRIBUTING COMPANY MERCHANDISE STORAGE POOL CAR DISTRIBUTION

Private Siding

Trucking Service

Members A. W. A. American Chain of Warehouses

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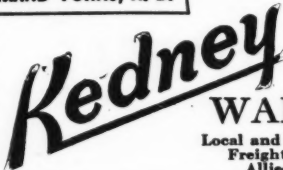


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General Storage—Cold Storage—Household Goods
Established 1906

Three warehouse units, total area 161,500 sq. ft. of this 29,328 sq. ft. devoted to cold storage. Two buildings sprinkler equipped. Low insurance costs. Spot stocks, pool car distribution. Complete warehouse services. Fargo serves North Dakota and Northwestern Minnesota. Offices 806-10 North Pacific Ave. AWA-NFWA-MNWWA-ACW

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AWA-NFWA-MNWWA
POOL CAR DISTRIBUTION
GENERAL STORAGE
MOTOR FREIGHT TERMINAL

WAREHOUSE CO.

Local and Long Distance Hauling of
Freight and Household Goods
Allied Van Lines—Agent

AKRON, OHIO

THE COTTER MERCHANDISE STORAGE COMPANY

FORMERLY THE COTTER CITY VIEW STORAGE COMPANY
70 CHERRY ST. AKRON 8, OHIO

7 warehouses for the
storage and distribution
of merchandise



Represented by



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MO 6-5331 PE 6-0967

CANTON, OHIO

Merchandise, Household Goods, Cold Storage



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Pool cars distributed. Private sidings.
Free switching on all roads. Separate
fire-proof warehouses for household
goods.

Member: A.C.W.—MAY.W.A.—
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Member of A.W.A.—O.W.A.



9,000,000 Cubic Feet Strictly Fireproof
Select the Warehouse Used by the Leaders!

GENERAL STORAGE—COLD STORAGE—POOL CAR
DISTRIBUTION—LONG DISTANCE TRUCK TERMINALS

11 Car Switch in Building

Internal Revenue and General Bonded Storage
Insurance Rate 14½¢ per \$100 per annum

CINCINNATI TERMINAL WAREHOUSES, INC.
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and Firms are Arranged Alphabetically

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COMPLETE MERCHANDISE STORAGE SERVICE
WITH MECHANICAL HANDLING & PALLET SYSTEM

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INTERLAKE TERMINALS, INC.

271 Madison Avenue

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Dock 22, Foot of W. 9th St.

Cleveland 13, Ohio

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COMPLETE WAREHOUSING SERVICE

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LOCAL DELIVERY

PRIVATE SIDING NYC RAILROAD

FRENCH & WINTER STREETS

CLEVELAND 13, OHIO

CLEVELAND, OHIO

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A. C. W.

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N. Y. C. Orange Avenue

Freight Terminal

CHERRY 8074

Established 1889



"AN OLD ORGANIZATION WITH YOUNG IDEAS"

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WATER, RAIL and
TRUCK FACILITIES

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Cleveland's Only Lakefront Public Warehouse with Direct
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A. D. T. Protection

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entering the city, can be handled from freight car direct
to our loading platform

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CLEVELAND

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Member of N.F.W.A. — Agent Allied Van Lines, Inc.



for safest
keeping

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Four Modern Warehouses in Downtown Section.
General Storage, Cold Storage, Office Space and Stevedoring
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Lackawanna 4-0063

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AND COMMERCIAL STORAGE
DOMESTIC AND FOREIGN PACKING

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HAS THE FACILITIES
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Enclosed docks and siding on Big 4 Railroad; Daily delivery service;
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Cleveland's Most Modern Warehouse

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INCORPORATED

Complete Merchandise Storage and Pool Car Service.
Mechanical Handling and Pallet System.

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CHICAGO

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Superior 7180

CLEVELAND 15, OHIO

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Columbus Terminal Warehouse Company
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A.D.T. System. Private double track siding.
Free switching from all railroads.

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MC 104 6331

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NEW YORK 18
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THE MERCHANDISE WAREHOUSE CO.

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Complete service for
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14 Car Capacity

Pool Car Distribution

Centrally Located

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Modern Facilities

Members: A.C.W.—O.W.A.—A.W.A.



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Modern warehouse for merchandise—Low in-
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Private railroad siding—Pool cars distributed.

Member of O. W. A.



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THE UNION STORAGE COMPANY

Merchandise Storage, 270,000 Feet

POOL CAR DISTRIBUTION

TRUCKING SERVICE

Free Switching—N.Y.C., B.&O., Penna., Erie

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Pennsylvania Railroad and Lowry Avenue

A warehouse service that embodies every
modern facility for the storage and
distribution of Household Goods and
Merchandise — Motor Freight Service.

Member of A. W. A.—O. W. A.



Be sure not to miss Robert F. Odell's new trucking formula.
It starts next month and is to be continued in subsequent issues.
That's how important we think it is. We feel you'll agree.

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CAR CAPACITY
800—COLD
400—DRY
FOUR PRIVATE
SIDINGS
N.Y.C. AND
B.&O. RR's



GREAT LAKES TERMINAL WAREHOUSE CO.
321-359 MORRIS ST. TOLEDO 4, OHIO
COMPLETE WAREHOUSE FACILITIES

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Office and Main Warehouse: 15-23 So. Ontario St., Toledo 3
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Sprinklered Buildings—100,000 square feet Dry Storage—70,000 cubic feet Cool Storage—Private Sidings—Nickel Plate Road Free Switching—Merchandise Storage—Pool Car Distribution—Negotiable Receipts—Transit Storage Privileges—Low Insurance Rate—City Delivery System.

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100,000 Square Feet Dry Storage of which 65,000 Square Feet is heated for winter storage—Sprinklered Buildings—Complete ADT Fire and Burglary Protection—5 Car Siding—NYC Railroad—Free Switching—Pool Car Distribution—Transit Storage Privileges—Merchandise Storage—Negotiable Receipts—Low Insurance Rate—City Delivery Service—Leased Space.



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"QUICK SHIPPERS"

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Member of A.W.A. — O.W.A. — Toledo C. of C.



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Since 1878

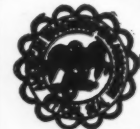
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Household Goods — Pool Car Distribution—Merchandise — Fireproof Warehouse — Private Rail Siding

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Established 1889

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JOE HODGES FOR MERCHANDISE . . .

MOVING
PACKING
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Tulsa Oklahoma

TULSA, OKLA.

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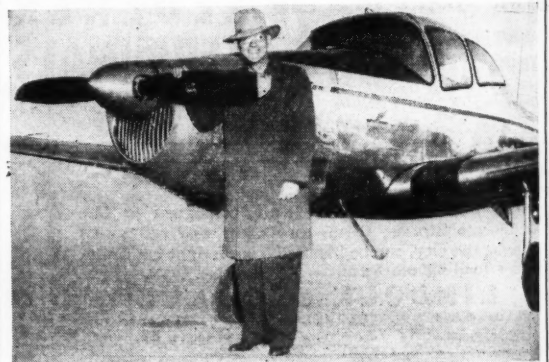
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Merchandise and Household Goods

Pool Car Distribution
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2 Warehouses 41,000 sq. ft.



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NEW MERCHANDISE WAREHOUSE

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AND TRUCKS
TRUCKING SERVICE FOR
LOCAL AND NATIONAL
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MODERN
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• TRANSPORTATION

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INC. 1902

MEMBER



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STORE DOOR DELIVERY ARRANGED FOR
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MEMBER



INC. 1906

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Low Insurance Rates



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located in important shipping centers.
2,100,000 square feet of storage space.
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MERCHANTS WAREHOUSE COMPANY

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Over three million square feet of modern storage space, situated to serve metropolitan Philadelphia to the best advantage.

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In the nation's third largest market, "Pennsylvania" offers 22 big, modern, strategically located warehouses, with total storage-space of more than 1,000,000 square feet. Here you get up-to-the-minute services and facilities for the safe, swift, efficient, and economical handling and storage of your merchandise. Rail and highway connections are excellent. A large fleet of modern trucks, of various sizes, is available for fast store-door deliveries. Insurance rates are low.

Write for details about our free and bonded storage-facilities for any type of commodity.



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Office: Duquesne Way and Barbeau St.
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Merchandise Storage & Distribution
Members A. W. A.

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ESTABLISHED 1865

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SHANAHAN

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A. D. T. PROTECTION

WHITE Terminal Company
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Also Operators of
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Established 1918

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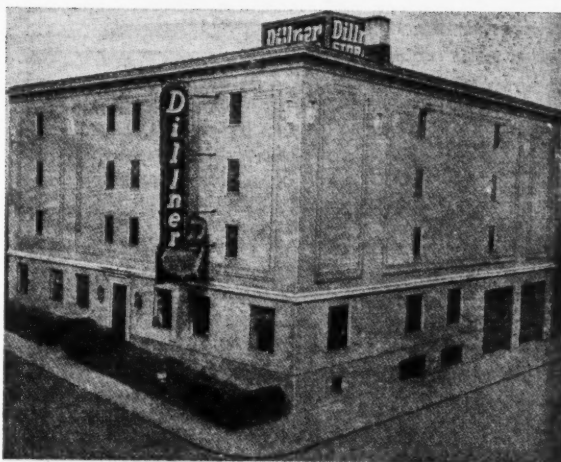
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Agent of Allied Van Lines, Inc.



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LOCAL & LONG DISTANCE MOVING
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HEAVY HAULING & RIGGING
HOUSEHOLD GOODS STORAGE
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Intrastate and Interstate Common Carrier
70,000 sq. ft. of modern fireproof
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General merchandise and household goods storage.

Pool Car Distribution. Private rail sidings. Sprinkler equipped warehouse.



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Perfect service

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for the proper Storage and Distribution of
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Automatic Sprinkler System—Centrally Located

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Reliable Service Since 1903

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FREE SWITCHING—CITY TRUCKING

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Long Distance Operators

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Agents—Allied Van Lines



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TEXAS STORAGE COMPANY

656 NECHES STREET

BEAUMONT, TEXAS



Merchandise and Household Goods

Warehouse, Concrete Construction

30,000 Sq. Ft. Distribution of Pool Cars

Transfer Household Goods

Agent for A.V.L. Member of N.F.W.A.—S.W.T.A.

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Located at PORT SITE
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MERCHANDISE EXCLUSIVELY

150,000 Sq. Ft. Sprinklered Low Insurance Rates

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Merchants & Transfer Sts., San Antonio 6

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MAY, 1949

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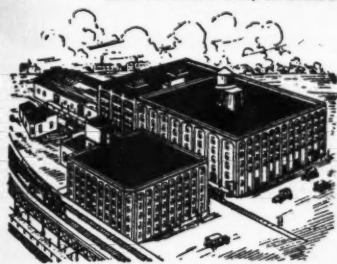
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W
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LARGEST AND MOST MODERN

GETTING DOWN TO CASES

(Continued from page 65)

man, alleging that moths damaged the rugs. Specific questions were presented to the jury for consideration.

The warehouseman appealed to the higher court on the grounds that the jury answered these questions incorrectly. The higher court approved the jury's verdict, saying, "While there may have been some slight error in the trial, the controversy narrowed itself largely to issues of fact, determinable alone by the jury."

FINANCE and INSURANCE

Things You Can Do

YOU CAN avoid paying debts incurred by a now defunct corporation whose charter was forfeited, although you are the substituted corporation.

YOU CAN deduct bad debts in an amended income tax return, if you change your accounting to the accrual method. For illustration, in Commissioner of Internal Revenue v. Mackin Corp., 154 Fed. (2d) 527, it was brought out that since 1929 the Mackin Corp. has been regularly engaged in selling jewelry at retail on the installment plan. It reported its income for federal tax purposes for 1938 to 1942, inclusive, on the installment method of accounting. Subsequently the company decided to compute its income for excess profits tax purposes for the year 1942 on the

accrual method of accounting. The higher court decided that the company was entitled to deduct in amended returns for 1940 and 1941 bad debts of goods sold by it in 1939.

YOU CAN pay, as a subsidiary, taxes on all your income. In Internal Revenue v. National Carbide Corp., 167 Fed. (2d) 304, it was shown that

Materials Handling Ingenuity

Bondurant Bros. Co., Knoxville, Tenn., eliminates hand labor in putting stoker coal into the boiler room. The railroad runs directly over the boiler room, making it possible to dump a carload of coal into the room directly. This is one of the features of the company's new building. The building is used for offices and salesrooms, and for warehousing. Loading facilities for railroad cars are combined with those for trucks on a spur running alongside the platform.

Four cars and six trucks can be loaded at the same time on the ground floor, while two can be loaded from the second floor. The building is the fruit of a year's study of similar plants in the South by the company's president, Tom Bondurant.

a parent corporation organized several subsidiary corporations. The parent corporation furnished assets for the subsidiaries, managed their operations and took all profits of the subsidiaries over six percent.

The higher court held that all profits of the subsidiaries were taxable against the subsidiaries rather than merely the six percent of the profits which the subsidiaries retained.

YOU CAN recover possession of merchandise sold to a purchaser who mortgages it without your consent. In Stanley v. Ellis, 47 S. E. (2d) 776, Ga., a seller sold an automobile to one Earl but did not deliver the title to the car because Earl paid only \$600 down and still owed money on it. Nevertheless, Earl mortgaged the car with the National Discount Co. Later the discount company foreclosed the mortgage and sold the car at a sheriff's sale to one Stanley. The original seller sued Stanley to recover possession of the automobile. He proved that the discount company's mortgage was recorded after the agreement between the seller and Earl. By the terms of the agreement the seller accepted \$600 part payment with the verbal understanding that legal title to the car remained in the seller until Earl paid the full balance due.

The higher court, holding that the seller could recover possession of the car from Stanley, said: "The jury was authorized to find that the mortgage from Earl to the National Discount Co. was executed at a time prior to the agreement between Earl and Chester Ellis [seller]."

ADVISORY BOARDS

We have received information about how one shipper's advisory board estimates carloading needs. We believe it to be typical.

The procedure is this: prior to the scheduled meeting of the advisory board, questionnaires are mailed to a large percentage of the membership, requesting information concerning their business prospects and the expected transportation requirements of their particular industry or product. These questionnaires, upon their return, are classified, grouped and tabulated. The information is then transmitted to the commodity committee chairman. He analyzes the reports and by consultation with his committee arrives at an estimate for a particular industry or product.

In his report to the secretary of the board, he explains and comments upon the reasoning which has led the committee to believe that there will be specific increases or decreases, highlighting the salient factors which have influenced its opinion. From the

tabulation and aggregation of these reports, the executive secretary makes the over-all analysis of the forecast. In his report he calls to the attention of the board those items which have marked influence on the total forecast by reason of their being prominently large tonnage factors. He

Banner Year

U. S. Tires division of United States Rubber Co., New York, is advising its dealers to get ready for a banner season. Estimating that 40-million vehicles will be on the road this year, of which 27-million will be pre-war cars, the company believes that motorists will require a total of 39-million service calls in 1949. Thus, the company reasons, the tire dealer will have an unusual opportunity to market his service and his accessories. Among the accessories to be promoted by U. S. Tire dealers are batteries, fan belts, spark plugs, and radiator hose.

also calls attention to those items showing a sharp increase or decrease.

Incidentally all 13 shippers' advisory boards predict a total three-percent drop in carloadings in the second quarter from the same period a year ago. Major causes for the anticipated drop were much lower car demands from the northeastern section of the country and from the southwest. This reflected smaller amounts of consumer goods (cotton, foods, etc.) for shipment and lower activity in the great consuming areas of the Ohio River area, New England and the Middle Atlantic states. It will be noted that this prediction corresponds with that made in the first quarter.

In drawing up forecasts the boards cannot, of course, foresee unusual circumstances which might affect carloadings. Statistics and opinion are based on the market as the boards see it and on the availability of material under such a market. In those quarters where unusual circumstances do not arise, the forecast usually is accurate. Under today's economic conditions, it is difficult to make estimates. Some obscure circumstance

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Seven Buildings to Meet All Requirements for Modern Storage

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Customs Bonded. Pool Car Distribution. Household Goods

Moved, Packed, Shipped and Stored.

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Private Room System for Storage

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Cooler, Freezer and General Merchandising Storage

Deep Water Dock, Private Siding

on C.M.St.P. & P. R.R.

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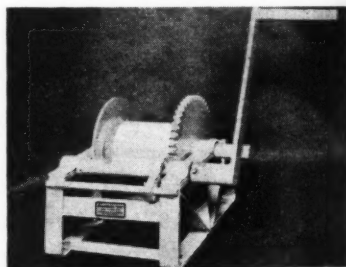
may occur which will upset the anticipated flow of traffic. For instance, a serious coal strike might develop, causing certain embargos to be placed. Such a situation cannot be forecast.

The forecast is not to be regarded as a business index, but as an attempt on the part of the largest group of shippers in a particular territory to advise carriers on car needs.

If the press is taking exception to percentage of error in some advisory board forecast statistics, they are doing so without analyzing the reasons for these deviations and overlooking the significance of such explanations as should accompany any comment regarding a carloading forecast.

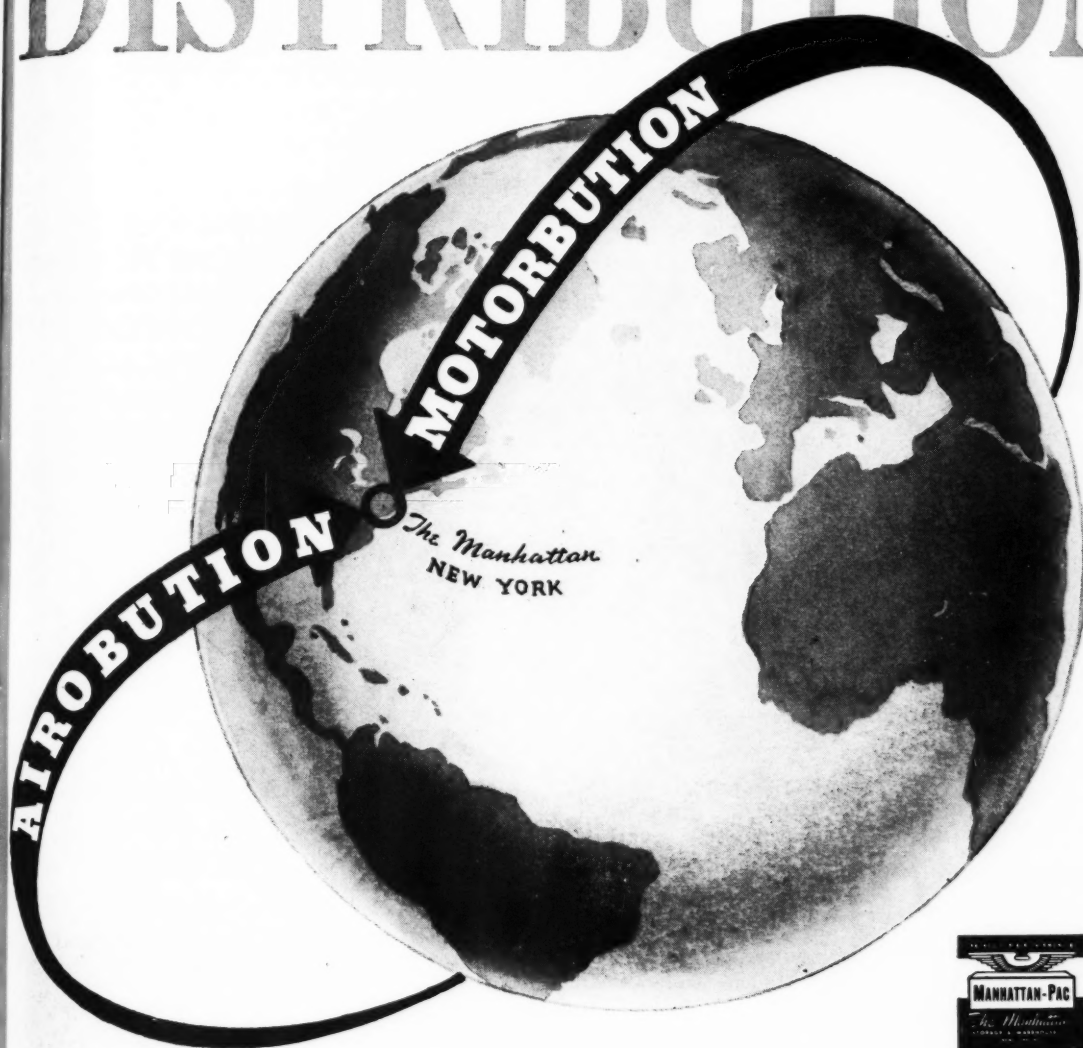
Analysis of the second quarter predictions cannot be precise, in view of the explanation of procedure discussed above. However, we find that the pattern of increases or decreases for the Pacific areas between raw commodities (largely fuels and other non-durables) and largely processed durables is markedly different from the other areas of the country. These two areas show a considerable increase in both categories of goods over the same period last year, whereas almost every other district shows an unfavorable pattern, at least for processed durables. This peculiar situation appears at this end to be a temporary one, due, as indicated earlier, to special factors at work this spring.

It may be hazarded that the third quarter will show a more favorable picture for the country generally both for consumer goods and particularly for processed durables.



The Franklin "500", a new hand winch for light duty, is announced by R. C. Emrich & Co., Seattle. The winch weighs 17 lbs., and is said to be pre-tested to lift 1,500 lbs. with a single line. The company claims that the application of a new theory in frame construction gives the product a "naturally safe" frame. Its design is bridge type and it is made of welded steel. It is further stated that overloading to the point of winch failure is not likely because the frame "signals" danger if the load is too great. Steel-machine-cut gears are another feature; gear ratio is 4:1. The drum holds 135 ft. of 1/4-in. steel cable, and the pressure required on crank to lift maximum load is 65 lbs.

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BIRDS EYE View

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Harborside is directly opposite Cortlandt Street, Manhattan. It has direct connections with the Pennsylvania Railroad, and with all other lines and with steamships, by lighterage; 26-car placement. Five minutes to Holland Tunnel and trunk highways.

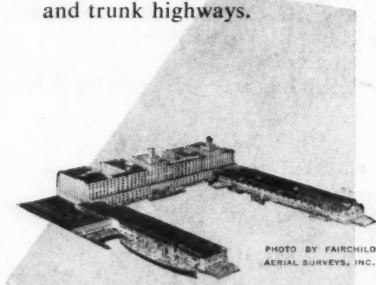


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